

# MEASURING THE IMPACT OF LEAD: 15 YEARS OF MAKING A DIFFERENCE

## ANALYSIS OF RESULTS OF ONLINE SURVEY AND KEY MESSAGES

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Since 1991, LEAD training programmes across the world have identified, trained and established a unique community of leaders that spans five continents and includes professionals from all sectors and disciplines relating to sustainable development.

Today there are more than 1,600 Fellows in 85 countries around the world. Through LEAD, this network of change agents are in constant communication with each other – embarking on joint projects, sharing knowledge and publishing research on sustainable development, as well as undertaking professional exchanges and taking part in the international community.

They are influential network of peers and include government ministers, newspaper editors, scientists and leaders of NGOs.

LEAD's institutional members from Brazil, Canada, China, the Commonwealth of Independent States, Francophone Africa, India, Indonesia, Japan, Mexico, Nigeria, Pakistan, Southern Africa, and the UK are well-established in their countries and have expertise in capacity development, project management, research, communications and networking, and policy analysis and advice.

This diversity has enabled LEAD to have a significant impact on sustainable development in many countries around the world, and across a wide variety of sectors. LEAD network of Fellows is also exceptional for its influence, as more than 70 percent of Fellows are in leadership positions in their organisations.

It is important that we regularly measure the effectiveness and the impact of our leadership training programme and the network of Fellows on sustainable development as a part of on-going evaluation of LEAD. This helps us to increase our understanding of how to inspire the larger scale change that is needed for a sustainable world.

We measured the impact of LEAD on sustainable development on a number of levels:

- The impact of our training on individual LEAD Fellows and how this has increased their leadership ability and effectiveness in working towards sustainable development;
- The impact of LEAD Fellows on their employers and organisations and whether this has resulted in the organisation making a greater contribution to sustainable development;
- The impact of the LEAD network as a whole on sustainable development and how being part of the network allows Fellows to make a greater contribution to sustainable development.

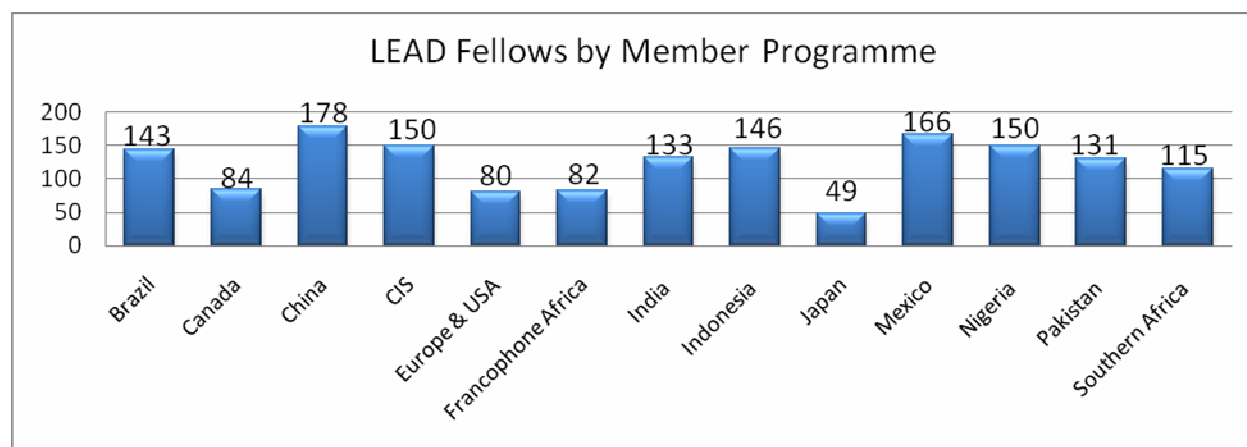
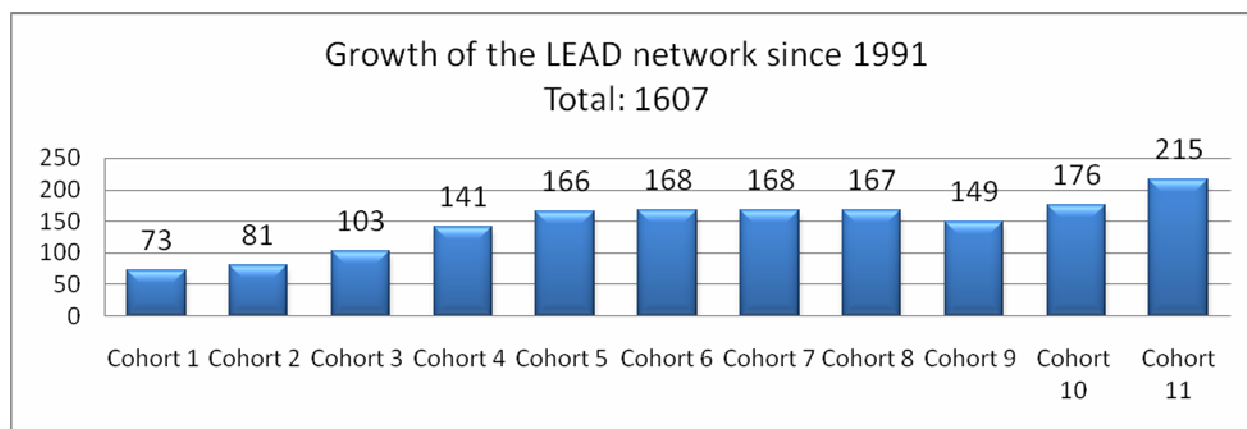
These three levels are interrelated and also impact upon each other, often taking place together to achieve real results.

From Brazil to China, Southern Africa to Canada, LEAD Fellows are a living testament to the power of the LEAD network, each offering their own stories and studies about their specific projects and achievements. The following study attempts to bring out and examine the impact of LEAD on sustainable development through its training programmes, its network of Fellows and action projects.

## LEAD Network today

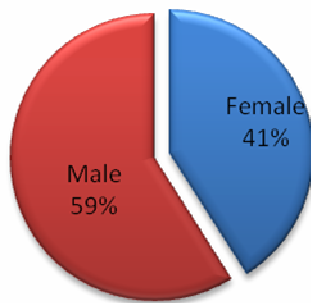
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The LEAD network has grown to more than 1,600 Fellows in 85 countries around the world in the fifteen years since its establishment. LEAD's international offices have grown from 7 to a total of 13 Member Programmes.

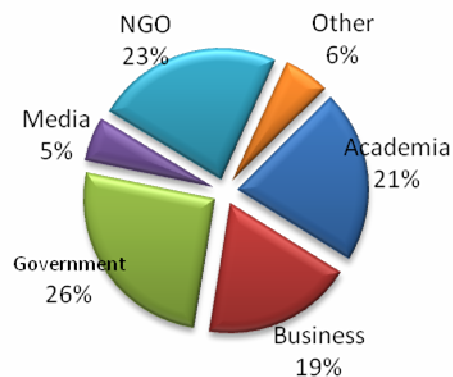


The network of Fellows that LEAD has established over time is exceptional for its diversity in terms of its geographical reach, sectoral breadth, and relatively good gender balance.

Gender Representation



Sectoral Representation

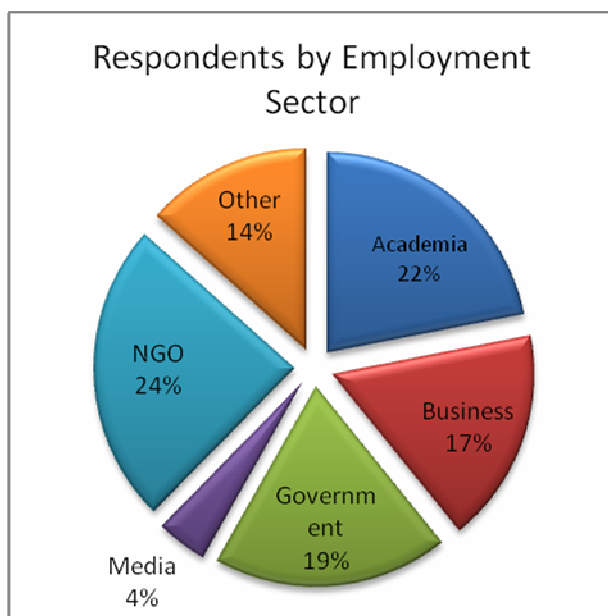


## Respondents to the Survey: Profile

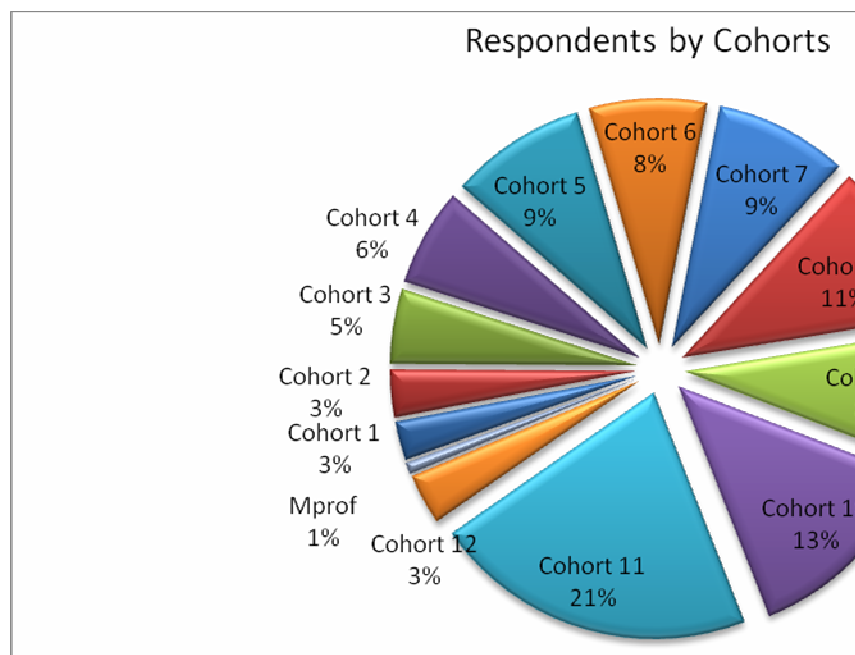
The online survey to measure the impact of LEAD was designed and circulated to the Network of Fellows through both Member Programme (MP) offices and the International Secretariat. This survey was largely based on 2005 *Measuring the Impact of LEAD* study conducted by the LEAD International Secretariat (LI) and was extended and improved following a thorough review and recommendations of Fellows and staff. We have received 389 responses to the survey which were carefully analyzed.

MP	Total responded	% of all respondents	% of all MP Fellows
Brazil	33	8	23
Canada	23	6	27
China	38	10	21
CIS	39	10	26
Europe/USA	15	4	19
Francophone Africa	41	11	50
India	36	9	27
Indonesia	37	9	25
Japan	3	1	6
Mexico	54	14	33
Nigeria	32	8	21
Pakistan	27	7	21
Southern Africa	11	3	10
<b>TOTAL</b>	<b>389</b>	<b>100%</b>	<b>24%</b>

Nearly a quarter of all Fellows in the Network responded to the online survey. They represent a good regional, gender and sectoral balance. Profiles of Fellows who responded to the survey correspond to the overall network statistics. 39 percent of all respondents were women. Later cohorts were more likely to respond to the survey than earlier



cohorts.



There was a good representation of all sectors, with the exception of the media sector among respondents to this survey. Most Fellows who indicated “Other” in the employment sector are working for international organisations, including various UN bodies.

26% of Fellows reported that they had changed their employment sector since joining the LEAD Programme. The biggest moves were as follows:

- Government to Business = 10%
- Government to NGO = 10%
- NGO to Business = 10%
- Move to Multilaterals = 10%
- Government to Academia = 9%
- Business to NGO = 8%
- NGO to Government = 8%

## Networking at LEAD

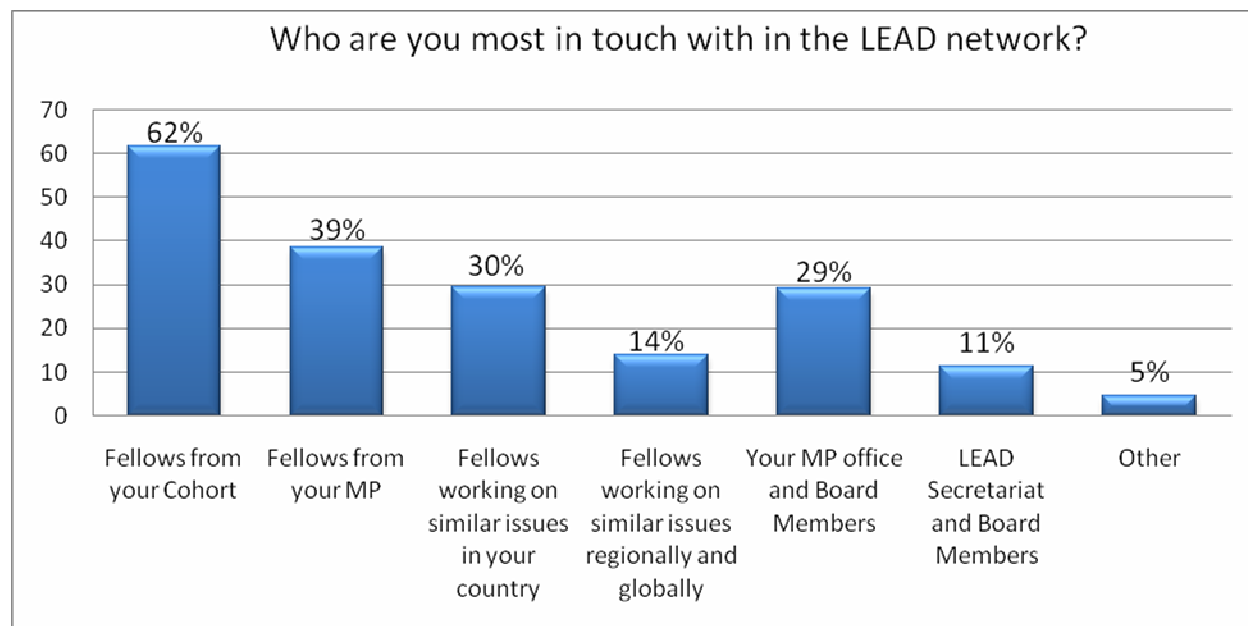
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The LEAD network is a lively community of professionals that are continuously in touch with each other, sharing information and new developments in the world of sustainability, providing support and encouragement to each other and exploring ideas to work together on innovative projects for greater impact. These interactions take place mostly on local and national levels, and to a lesser extent internationally.

- 87% of respondents reported being in touch with members of the LEAD network at least once a year
- 33% of them indicated they were in touch with other LEAD members at least once a month.

LEAD Fellows are more likely to be in touch with Fellows from their Cohort (62% of total respondents, [see figure below]) showing the significance of interaction that takes place during national and international training sessions. 30% of survey respondents are in touch with Fellows working on similar issues in their own country however only 14% with their international colleagues. LEAD Fellows are almost three times more likely to be in touch with their Member Programme office than with LEAD International (29% and 11% respectively).

There is certainly a opportunity to facilitate more interactions between Fellows with similar expertise on national and regional/global levels. These groups of Fellows will naturally form knowledge and support communities, which will enable them to engage in dialogues on current international trends and influence policies.



There were more than 400 messages circulated on LEAD's main distribution list ('allcohorts') last year in addition to communication that takes place on LEAD's MP e-mail lists. Fellows get in touch with other members of the network mostly to share or seek information and expertise on specific topics related to sustainable development (62% of all responses), to give feedback and offer assistance and encouragement to other Fellows and staff [see figure below].

122 Fellows or 31% of all survey respondents say they contact to get involved in joint projects with either LEAD Fellows or programme staff. A fifth of all respondents say they contact the network before international travels, such as events participation or business trips, to seek out other LEAD family members attending same events or living in the same city for informal gatherings or more structured thematic meetings.

The LEAD network is a fellowship of practitioners working towards a more sustainable future, but it is also a social community. A large number of responses (45% of total responses) indicate social interactions as the main reason for a Fellow to contact the network and 28% of responses indicate 'friendship' as the most important personal impact of LEAD - which reflects the supportive and nurturing nature of LEAD as a social network.

• **What is the main reason why you contact the LEAD network?**

- |  |                              |
|--|------------------------------|
| ▪ To share information on various topics of SD   | = <u>61%</u> (239 responses) |
| ▪ For social interactions  | = <u>45%</u> (175 responses) |
| ▪ To give feedback, offer assistance & encouragement                                       | = <u>35%</u> (138 responses) |
| ▪ To get involved in joint projects  | = <u>31%</u> (122 responses) |
| ▪ Contacts before international events/business trips                                      | = <u>21%</u> (80 responses)  |
| ▪ For lobbying purposes  | = <u>9%</u> (35 responses)   |
| ▪ Other (please specify)   | = <u>8%</u> (30 responses)   |
| » To obtain information on specific topics or seek specialized thematic/regional expertise |                              |
| » Seek/offer job opportunities   |                              |
| » Seek/offer funding opportunities   |                              |

Fellows reported a lack of time as the main reason for not being active in the network. Work and family commitments were mentioned in 30% of all responses. Relevance to Fellows work and interests were indicated as another important reason, commenting further that most of the information circulated in the network is of a broad international nature.

29 respondents (15% of total responses) noted the lack of appropriate social and technological mechanisms for effective networking (see figure below). The changing nature of the organisation (mainly due to a shift in funding circumstances) was mentioned in 13 responses. Only 3 respondents mentioned a language barrier as their main reason for their inactivity in the network.

• **If you are not in touch with the LEAD network, what are the main reasons for it?**

▪ Lack of time (work and family commitments)	= <u>30%</u> (58 responses)
▪ Relevance to Fellows' work and interests	= <u>16%</u> (30 responses)
▪ Lack of social and technological mechanisms for networking	= <u>15%</u> (29 responses)
▪ Changing spirit of LEAD, losing touch with LEAD members	= <u>7%</u> (13 responses)
▪ Lack of information on current events	= <u>5%</u> (10 responses)
▪ Distance or lack of resources to attend networking events	= <u>5%</u> (9 responses)
▪ Language barrier	= <u>2%</u> (3 responses)

» Total responses to this question: 192 (49% of all survey respondents)

» 197 (51% of all respondents) persons did not answer this question

There is a clear need for more networking activities within LEAD. Fellows overwhelmingly rated inter-cohort meetings as the most useful networking events they have attended at LEAD (informal gatherings were mentioned as the most successful). These events are great opportunities for Fellows to get in touch with their colleagues and LEAD friends, make new contacts, debate on issues of regional importance, and to feel a part of a large network of like-minded individuals. These meetings are also a fruitful ground for developing joint projects between Fellows.

Collaborative projects with other Fellows and LEAD staff were rated as the second most useful networking activity. These joint projects take place on various levels, between Fellows and MPs and LI as well as among Fellows themselves.

Fellows from regional MPs (i.e Francophone Africa) were more inclined to rate online discussions and virtual conferences as the most successful networking tools. These online communication mechanisms are effective and inexpensive for networking and some MPs and LI are making a good use of them (mostly during national and international training sessions for pre-event discussions).

Fellows from later Cohorts that have not had a chance to participate in LEAD's networking events as much as earlier Cohorts point out that training sessions, especially International sessions, have been a great opportunity to get to know their counterparts from around the world, have constructive peer-to-peer exchanges of information and knowledge, build professional relationships that lead to joint action – as we already know, 44% of Fellows report being in touch with Fellows from their own country or other parts of the world that work on similar issues.

- **Looking back at the last years, what networking activities at LEAD did you think were most successful? In general, what kind of networking activities do you find most useful?**

- Inter-Cohort meetings and informal gatherings of Fellows = 68% (182 responses)
- Collaborative projects = 29% (78 responses)
- Online discussions and online conferences = 21% (55 responses)
- International/National Training Sessions, other workshops = 19% (50 responses)
- Sharing information (resources, contacts, ideas) = 10% (27 responses)
- Delegations to events = 7% (18 responses)
- Local clubs/National association = 3% (9 responses)

- » 267 responses analyzed (69% of total respondents)
- » 122 respondents skipped this question (31% of total respondents)

*"Inter-cohort meetings were the most successful. Several ideas on collaborative projects with other Fellows have emerged during these meetings. This kind of networking enables me to get information that otherwise I may not be able to get - especially personal insights of sustainable development practitioners."*

Consequently, when asked about kinds of networking activities that they would like to see more in LEAD, 23% of Fellows indicated they would like to see more international events on various topics related to sustainable development as well as inter-cohort meetings being organised on a regular basis.

The need for more effective ways to share information was commented upon in 19% of responses. This includes both timely information sharing on current activities and better moderation of LEAD's local distribution lists. As most LEAD's MP distribution lists are not moderated to block out spam messages, it leads to inbox jams and the spread of viruses.

15% of respondents would like to see more facilitation of joint projects by MPs and LI. This includes creating mechanisms of working jointly with Fellows to identify potential project areas, designing and implementing projects, as well as providing assistance in funding these projects.

Fellows would like to see more online activities - 34 respondents to the survey (14%) say virtual conferences featuring presentations by key experts in sustainability would be helpful for them.

15 respondents would like to see more financial support for individual Fellows projects, including travel grants for participation at international events and seed money for innovative projects. 5% of survey respondents would like to do more training with LEAD to benefit from new modules offered by MPs and LI.



- **What can we do to help you to collaborate better and network more effectively with other LEAD Fellows, Member Programs and LEAD International Secretariat staff?**

- Organization of international events, including Allcohort meetings = 23% (54 responses)
- More effective information sharing = 19% (45 responses)
- More facilitation of joint projects = 15% (35 responses)
- Organization of thematic online discussions & virtual conferences = 14% (34 responses)
- More interactions with & within Member Programmes = 10% (23 responses)
- Improved and updated website, newsletter and notice-board = 8% (20 responses)
- Provide financial support = 6% (15 responses)
- Offer further training opportunities = 5% (11 responses)

» 237 responses analyzed (61% of total respondents)

» 152 respondents skipped this question (39% of total respondents)

Many Fellows reported that they occasionally visit LEAD International and MP web sites (58% and 43% respectively). 12% of Fellows have never or hardly ever visited LI and 19% MPs web sites. We need to keep our web sites up-to-date with relevant and useful content, latest information on network activities and news from Fellows. This will help to attract more users to these sites as well as sustain their interest in various LEAD activities.

## The Impact of LEAD on Fellows

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Fellows reported that the LEAD programme has had a continuing enormous impact on them as individuals and often has been a life changing experience. This impact happens through main domains of change: via LEAD's unique approach to its Associate training programmes, through Fellows' mutual investment in each other, and throughout its ongoing learning and networking opportunities. LEAD serves as a facilitator to draw out its member's potential to make a difference through implementing sustainable development around the world.

- More than a third of Fellows ranked a change in the way they think and make decisions as the most important personal impact of LEAD
- An equal number of Fellows (37% of survey respondents) testify that LEAD has increased their knowledge about sustainable development
- 32% of responses reported enhanced leadership skills and increased self-confidence
- 29% of respondents valued the cross-sectoral and the cross-cultural nature of the LEAD network
- 28% of respondents valued the friends they have made in LEAD.

### • Looking back at your training with LEAD, what have been the most significant impacts of the training on you as an individual?

- |   |                              |
|---|------------------------------|
| 1. A change in the way you think and make decisions         | = <u>37%</u> (129 responses) |
| 2. Increased knowledge about sustainable development        | = <u>37%</u> (123 responses) |
| 3. Enhanced leadership skills and increased self-confidence | = <u>32%</u> (107 responses) |
| 4. Cross-sectoral and cross-cultural networking             | = <u>29%</u> (96 responses)  |
| 5. Friendship   | = <u>28%</u> (92 responses)  |
| 6. Enhanced professional opportunities                      | = <u>22%</u> (75 responses)  |
| 7. Access to shared knowledge of the Network                | = <u>21%</u> (71 responses)  |
| • Other   | = <u>6%</u> (21 responses)   |

» 334 responses analyzed (86% of total respondents)

» 55 respondents skipped this question (14% of total respondents)

» **1** - most important impact

» **7** – least important impact

The way Fellows think and make decisions was again ranked as a number one impact on Fellows professionally (35% of all responses), followed by a better understanding of their role within a larger sustainable development framework (32% of survey responses).

Many Fellows reported on the importance of LEAD contacts for their professional careers and illustrate using LEAD's approach to sustainability and leadership in their workplace.

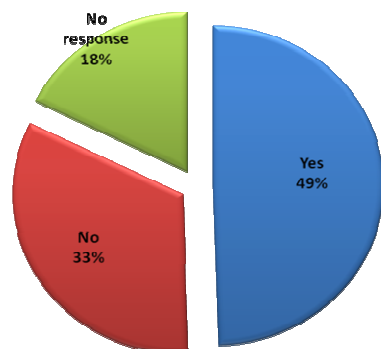
Although collaboration with other LEAD members and offices and increased job responsibilities both received many responses, they were ranked as the least important professional impacts of the LEAD programme. There is little doubt that joint projects between LEAD members could be very effective and have a great impact, but it would seem that these activities are not as frequent within the network. This should be an important area for LI and MPs to concentrate on in order to mobilize the efforts of the network in a more strategic way. Fellows also say that they feel more enthusiastic and optimistic about sustainable development and have a better understanding of leadership skills for the success of sustainability.

• **What have been the most important impacts of LEAD on your professional life?**

1. Change in the way you think and make decisions = 35% (118 responses)
2. Better understanding of your professional role within SD = 32% (106 responses)
3. Change in the way you work with your colleagues = 27% (90 responses)
4. Using LEAD's approach to leadership & sustainability at work = 26% (85 responses)
5. Use of LEAD contacts in your work = 24% (81 responses)
6. Collaboration with other LEAD Fellows or Member Programs = 19% (64 responses)
7. Increased responsibility or promotion in your job = 19% (64 responses)
- Other = 9 responses
  - » More enthusiasm when it comes to dealing with SD issues
  - » Understanding of political importance of leadership
  - » Confidence that together we can improve things
  - » Changing careers
  - » 333 responses analyzed (86% of total respondents)
  - » 56 respondents skipped this question (14% of total respondents)
  - » 1 - most important impact
  - » 7 - least important impact

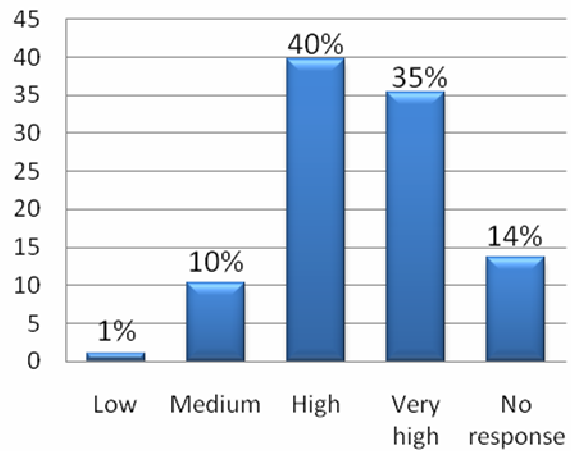
Fellows reported that they were more inclined to test out innovative ideas and experiment with sustainable development practices because of the support and encouragement they receive from the LEAD network.

**Are you more inclined to test out innovative ideas and experiment with SD practices because of the support from LEAD?**



- "I got a better job because of the support from LEAD" (China)
- "I think LEAD gave me the confidence and exposure to new ideas and new approaches that I look for new and innovative ways to solve problems in a more SD manner" (Canada)
- "Having support of other Fellows who have past experiences is of vast importance to me" (India)
- "We know that being part of this network makes us up to date on many issues. We have broadened our field work and increased our contacts" (Brazil)
- "LEAD training empowers you to think creatively about sustainable development issues" (Nigeria)

Overall, would you describe the impact that LEAD has had on you as:



- 75% of Fellows responding to the survey described the impact that LEAD has had on their lives as high or very high
- 83% of Fellows said they would recommend their colleagues and friends to join the LEAD network. 3% said they would not recommend it, mainly due to the cost, the heavy emphasis on environmental aspects, LEAD losing its unique niche and MP not doing recruitment.

## Fellows Impact on their Institutions

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In addition to its impact on the individual LEAD Fellows, it is obvious from the previous section, that LEAD training has had a huge impact on the employers of LEAD Fellows.

In addition to a great difference in Fellows' decision-making capabilities (i.e. ability to consider greater complexities) and acceleration of their movement into leadership positions, we can see from the figure below that this has manifested itself in terms of:

- Benefits from information and knowledge exchange from colleagues in the LEAD network (218 accounts or 70% of total responses)
- The contacts and networks that LEAD Fellows have brought into their organisations' network (62% of responses)
- Implementing LEAD's approach (team-building, negotiations and conflict resolutions skills, leadership, system thinking, etc) in their organisations
- Projects that LEAD Fellows have brought to their host organisations through the network
- Overall impact of Fellows on their colleagues (leading by example, increased mentoring, capacity building activities)

• **How does your employer(s) benefit from you being part of the LEAD network? What have you shared from what you learn at LEAD with colleagues in your place of work?**

1. Sharing important information from the LEAD network on new developments in sustainability = 70% (218 responses)
2. Using contacts you have from the LEAD network = 62% (191 responses)
3. Using LEAD's approach for institutional projects = 49% (151 responses)
4. Replicating good practice of other Fellows at workplace = 26% (79 responses)
5. Other examples = 9% (29 responses)
  - » 310 responses analyzed (80% of total survey respondents)
  - » 79 respondents skipped this question (20% of total respondents)

*"The leadership skills and multi-cultural experience have enriched me to deal with many people in my project and also in my workplace. Effective decision making process and policy analysis skills that I learned at LEAD impact my work and I am a leader in my work." (Indonesia)*

*"My leadership skills within the LEAD concept have improved and I have become more aware of my role as a teacher and researcher in a public university, emphasizing to my students their responsibility with society and environment. Several of them have returned to me after graduating thanking for my teaching and sharing their own initiatives." (Brazil)*

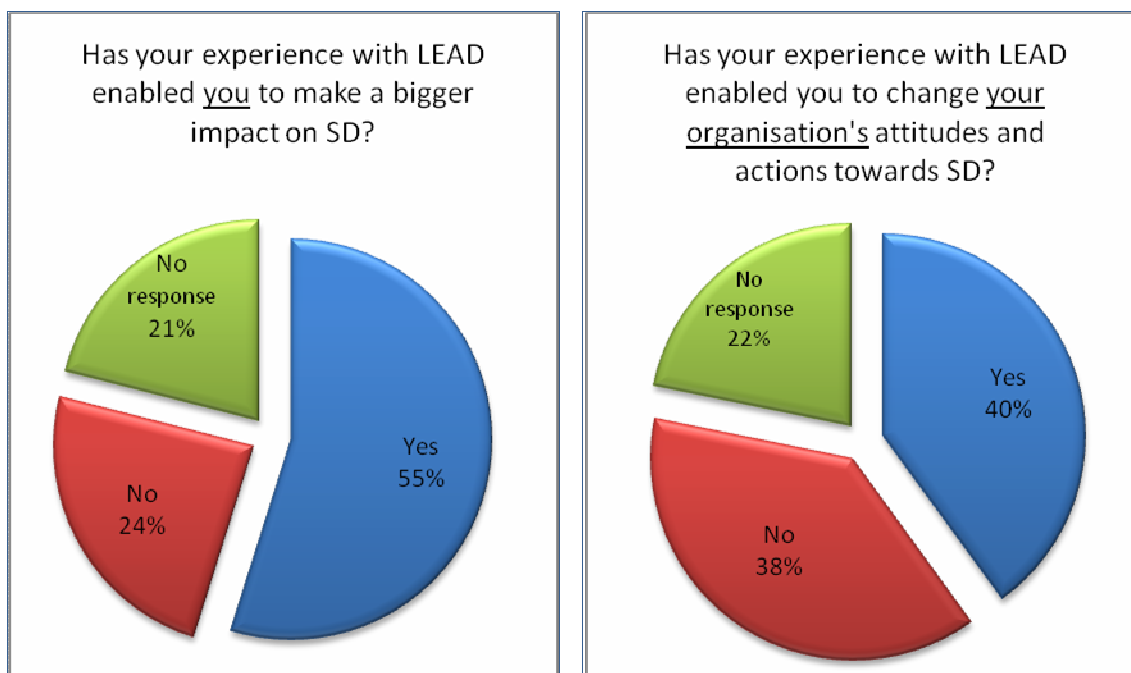
When asked whether Fellows have used the network to disseminate key findings or best practices from their own institutions, only 20 percent of Fellows have said yes, 59% of Fellows have never done so. One of the advantages of the network is its ability to use best practices and disseminate and replicate them throughout the world where LEAD has a presence. Although sharing best practices does take place in the network, the reasons for the low level of such activity need to be researched further.

Some of the best examples of these knowledge sharing practices are as follows:

- ✓ Fellows are involved in LEAD's training sessions as resource people and trainers/facilitators to feed back their knowledge to new recruits in the network
- ✓ Some Fellows circulate important findings of their projects on LEAD's mailing lists
- ✓ *"Data from national surveys and my academic work on environment and sustainable development are used as reference by a lot of Fellows" (Brazil)*
- ✓ *"Fellows have bought my publications and books and have found them useful" (India)*
- ✓ *"A Fellow from Malawi, picking up the idea for micro radio stations for project application to assist Tanzanian farmers increase their incomes" (Canada)*
- ✓ *"We provided training service on Leadership for the staff of the Fellows' organization" (China)*

Many LEAD Fellows reported working on the cutting edge of sustainable development. Some of the examples of innovative projects that Fellows are working on are:

- Combination of skills/techniques with knowledge: communication, alternative conflict resolution and environmental management all with local governments (Mexico)
- Development of a Sustainable Energy Technology program at the Fellow's institution, with confidence of having a multi-disciplinary, SD oriented approach that would be attractive to stakeholders (Canada)
- Establishment of a dynamic Youth Association of Ecoguides active in mangrove preservation and ecotourism in local villages in Senegal
- Production of Nestlé Nigeria Policy on the Environment
- Development of a LEAD-like program targeting marginalized young people with a potential for leadership on sustainable development issues in India
- A special report prepared by a group of LEAD Fellows that was featured in Guangming Daily, a large newspaper in China, on innovative ideas and experiments with new sustainable development practices



- 55% of Fellows reported that LEAD has enabled them to make a greater impact on sustainable development than they could have done alone
- 40% of them were able to change their organisations' attitudes and actions towards sustainable development

Although more than half of Fellows reported that their experience with LEAD has enabled them to make a bigger impact on sustainable development, LI and MPs need to carefully analyze these further. We need to examine the ways in which LEAD can help Fellows to be even bigger agents of change towards sustainability and have a larger impact on their organisations.

Over the years, we have collected a vast amount of anecdotal evidence from our Fellows about their experiences in the field that continue to remind us of the personal achievements many accomplish on a day-to-day basis. This includes information about their promotions, awards, and new positions acquired.

Below are some of the examples of the impact of LEAD training and networking on sustainability through its network of Fellows:

- *LEAD has broaden my vision for sustainable development. LEAD provides me with a continuous inspiration for learning, working and building solutions with multiple stakeholders at a local, regional and global level.*
- *LEAD is for me, among other things, a "quality assurance label" as if a stamp that the individual displaying it is "more" trustworthy than others, as if he or she, had already undergone a "trial" of some sort that has changed their minds and hearts to perceive things differently, hence there is no need to explain that much to them and one can easily reach a different level of understanding and interact in a more profound, sound and meaningful way. This in work means a lot, especially if we all keep working in different sectors and continue to interact.*
- *LEAD has enabled me to make sustainable development part of everything I do. From personal carbon calculations expended in my home, to my first publication on environmental leadership, to honorary work*

*in the sector, to making movies on sustainable practices, to nurturing our local association of the Lahore LEAD club - a voluntary association of Fellows. LEAD fertilized the soil upon which my work has grown and is bearing fruit. And this came not only from the unique training, but all the wonderful idealists who comprise the family of Fellows whose work always encourages and inspires me. Because of LEAD, I now know that I shall never be alone in trying to change the world!*

- *Most of all, I love LEAD for its idealism and the sense of an ever-growing family if you will dedicate to the LEAD mission and the cause of sustainability. It is a great network to be part of and is a source of personal pride to have this opportunity. I really enjoy the cross-cultural, cross-sectoral opportunities that open up through LEAD.*



## Summary

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The survey has revealed that LEAD has a great impact on individuals, both during Associate training and as a part of the network of Fellows – enabling them to work towards sustainable development, as individuals, through their employers and organisations and in collaboration with other Fellows:

- 49% of respondents indicated they were more likely to test out innovative ideas and experiment with new sustainable development practices because of the support they get from the LEAD network
- 20% of Fellows used the network to disseminate key findings and/or share best practice from their own organization
- 75% of Fellows responding to the survey described the impact that LEAD has had on their lives as high or very high
- 83% of Fellows responding to the survey said they would recommend their colleagues and/or friends to join the LEAD Network

There is certainly a need to facilitate more interactions between Fellows at all levels. 47% of Fellows surveyed said international meetings including All Cohort meetings organised by LEAD were the most useful and successful networking events and 20% of respondents found collaborative projects most useful. Many Fellows mention a reduction in a number of significant networking activities that are available in the network and lack of information and mechanisms on how to get involved with current LEAD activities.

LEAD can be proud of its achievements:

- ✓ Through the continued growth and development of its Network to over 1600 individuals sharing a commitment to development that is economically sound, environmentally responsible and socially equitable, LEAD has contributed to raising awareness of and working towards sustainable development, thereby impacting the progress of sustainable development around the world
- ✓ This impact has been increased through the expansion of LEAD training to wider audiences outside of the core LEAD Fellows network (e.g. through short course, partnerships, knowledge products, action-orientated projects)
- ✓ This growing family of individuals and organisations, dedicated to sustainable development and capable of influencing those around them have helped LEAD to have an impact promoting sustainable development throughout the world
- ✓ This impact will continue as the number of LEAD Fellows grows, and as the message is extended to larger numbers of individuals and partner organisations

Some of the key messages coming from the survey that LI and MPs need to look closer at are as follows:

### Capacity building:

- LEAD should continue to build on the success of its leadership and sustainability training programme
- LEAD's training sessions are important grounds for networking and collaboration among Fellows so LI and MPs should ensure the continuation of these training opportunities and secure the attendance of associates in international sessions
- We need to update our training modules to keep them on the cutting edge of the sustainable development arena

### Networking:

- It is important that LEAD continues to nurture and strengthen links between Fellows forged during the training phase of the programme, and helps with continued collaboration and information transfer both through international meetings and online forums
- LEAD LI and MPs should continue to provide support services to Fellows
- More network facilitation (distribution lists, online and face-to-face conferences, workshops on burning issues of sustainability, etc) needs to happen on national, regional and international levels
- LEAD's information sharing should be encouraged to happen on a more regular and more effective basis throughout the network
- Online knowledge management platform which includes virtual conferencing facilities, collaboration tools, learning resources and other community features should be developed and made available throughout the network

Overall:

- There needs to be further analysis into case studies of successes of Fellows in advancing sustainable development and MPs' action projects illustrating the increasing impact of non-Cohort activities. Lessons learned should be disseminated and replicated throughout the network
- There should be a more systematic and integrated review into:
  - o Organisational health indicators (financial stability, competitiveness and relevance in the world market)
  - o Strategy performance indicators (growth and quality of the network and other knowledge products, relationship between different network members, Fellows' attitudes towards the network)
  - o Social impact indicators (the impact of LEAD programme as a whole on sustainable development)