

**2024 Leadership Programme**

**Programme  
Summary  
Report**

# Table of Contents

<b>03</b>	<b>—</b>	<b>Introduction</b>
<b>04</b>	<b>—</b>	<b>Leadership Summits</b>
<b>08</b>	<b>—</b>	<b>Action Lab Frameworks</b>
<b>14</b>	<b>—</b>	<b>Action Lab Outcomes</b>
<b>21</b>	<b>—</b>	<b>Testimonials</b>

# Introduction

The 2024 Resource Alliance Leadership Programme brought together an incredibly diverse group of 104 leaders from 38 countries.

Over the course of the 12-month programme, the cohort collaborated on discussing and finding solutions to some of the biggest issues facing the social impact sector now. The programme was co-designed with the participants to ensure the content delivered on the ambition and priorities of the group.

The programme consisted of four full-group Leadership Summits and six smaller-group Action Labs who met throughout the year. In this report, we provide a high-level overview of the entire programme – the key learning points and takeaways, resources and tools developed, tangible actions and achievements, and next steps.

We have also developed more in-depth dedicated reports on the Leadership Summits and Action Labs. If you would like to learn more, you can access these more detailed reports through the links below:

[Leadership Summits Report](#)

[Innovation 1 Action Lab Report](#)

[Innovation 2 Action Lab Report](#)

[Strategy & People 1 Action Lab Report](#)

[Strategy & People 2 Action Lab Report](#)

[Shift the Power Action Lab Report](#)

[Climate Action Lab Report](#) (coming soon)

# 2024 Leadership Summits

# Leadership Summits Schedule

Summit	Date	Title	Speaker(s)
<b>Summit 1 (online)</b>	Feb 2024	Facing the Future	<ul style="list-style-type: none"> <li>• Amitabh Behar, interim Executive Director of <a href="#">Oxfam International</a></li> <li>• Jeroo Billimoria, Co-Founder of <a href="#">Catalyst 2030</a></li> </ul>
<b>Summit 2 (online)</b>	May 2024	Indigenous Action	<ul style="list-style-type: none"> <li>• Michelle Schenandoah, Founder of <a href="#">Indigenous Concepts Consulting</a> and <a href="#">Rematriation</a></li> <li>• Simeon Rose, Co-Founder of <a href="#">Nature on the Board</a></li> <li>• Nana Afadzinu, Executive Director of <a href="#">West Africa Civil Society Institute</a></li> <li>• Topaz Zega, Organiser at <a href="#">AntiCOP 2024</a></li> </ul>
<b>Summit 3 (online)</b>	Aug 2024	Collective Action	<ul style="list-style-type: none"> <li>• Tasneem Essop, Executive Director at <a href="#">Climate Action Network International</a></li> </ul>
<b>Summit 4 (in-person)</b>	Oct 2024	Youth Rising	<ul style="list-style-type: none"> <li>• Martijn Lampert, Research Director at <a href="#">Glocalities</a></li> </ul>

# Leadership Summits

## Summary

The Leadership Summits are designed to address critical challenges and opportunities in the social impact sector, and equip leaders with actionable insights and tools to embrace collaboration, innovation, and systemic change – empowering them to create more meaningful impact in their organisations and communities.

**Summit 1: Facing the Future – Amitabh Behar** (Interim Executive Director, Oxfam International) and **Jeroo Billimoria** (Co-Founder, Catalyst 2030)

This Summit addressed pressing global challenges, including decolonization, structural inequities, and the need for systemic change and courageous leadership. Outcomes included commitments to reevaluate governance models and foster equitable collaboration across sectors.

**Summit 2: Indigenous Action – Michelle Schenandoah** (Founder, Indigenous Concepts Consulting), **Simeon Rose** (Co-Creator, Nature on the Board) and **Nana Afadzinu** (Executive Director, West Africa Civil Society Institute)

This Summit explored the integration of Indigenous wisdom into nonprofit leadership, focusing on sustainability, equity, and collective responsibility. Discussions highlighted the transformative potential of Indigenous practices in governance and philanthropy. Outcomes included the wider implementation of the “Nature on the Board” model.

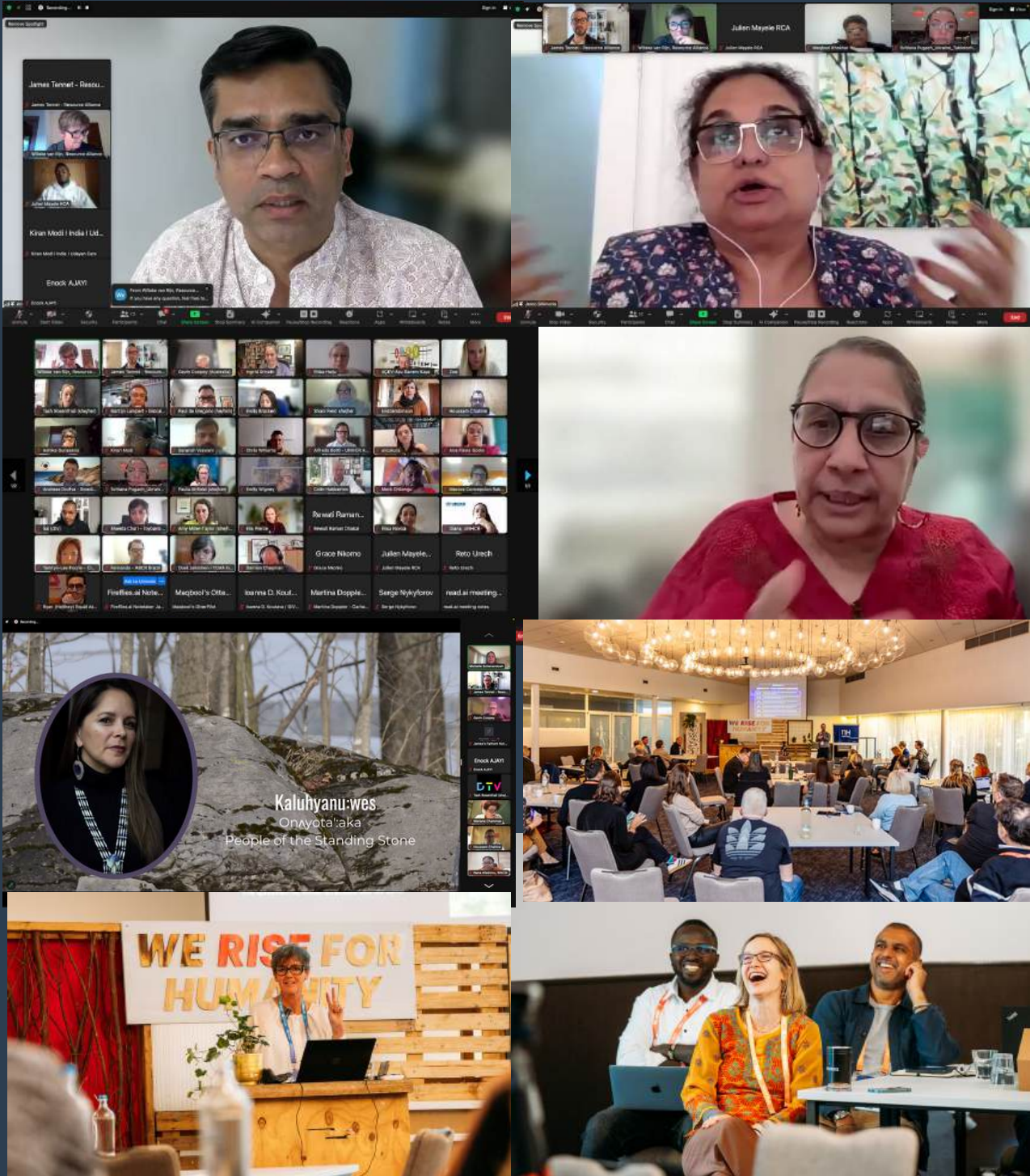
**Summit 3: Collective Action – Tasneem Essop** (Executive Director, Climate Action Network International)

This Summit highlighted the power of networked collaboration. Participants explored strategies for building trust, addressing power imbalances, and fostering equitable partnerships across sectors. Outcomes centered around implementing the learnings to improve group collaboration in the Action Labs.

**Summit 4: Youth Rising – Martijn Lampert** (Research Director, Glocalities)

Focusing on youth disillusionment and polarization, this Summit emphasized data-driven and empathy-centered approaches to youth engagement. Outcomes included the “**Youth Rising Framework**,” a comprehensive tool to empower Gen Z as changemakers and to help counter misinformation with authentic narratives. **[The Youth Rising Framework can be downloaded here.](#)**

# Leadership Summit Visuals



# 2024 Action Lab Frameworks





# Leadership Programme 2024 Innovation 1 Action Lab

## VISION – What is our shared dream?

This Lab is our collective response to adapting and thriving in transformational times by leveraging innovation to future-proof our organizations. It aims to empower each participant as a "future-focused leader," equipped to navigate and influence complex challenges through innovative solutions, particularly enhancing fundraising strategies. The vision focuses on preparing leaders to not only anticipate but also shape the future by fostering a proactive, creative, and technologically savvy organizational culture.

### GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

**Identify and Collate Global Examples of Innovation (through a fundraising lens):**  
Focus on strategic areas of sustainable fundraising, highlight the organisational culture and Board Management decisions that create the conditions for innovation.

**Develop and Implement an 'Innovation Readiness Survey' in Fundraising:**  
The output from the survey will help identify strengths and gaps at individual, leadership and organisational levels that help develop the innovations potential in fundraising.

**Cultivate a Culture of Innovation:**  
Establish actionable guidelines for fostering an innovation culture within various sizes and types of non-profit organizations.

**Enhance Knowledge Sharing:**  
Create a resource base of innovative fundraising models/ frameworks | case examples – as inspiration/ reference materials for the RA network

### STRATEGIES

What important choices do we make to realise the vision?

**Buddy System for Continuous Engagement:** Implement buddy or small group systems to maintain momentum between meetings and facilitate practical application of discussed innovations.

**Leverage External Expertise:**  
Invite speakers from innovative companies to share insights and behind-the-scenes looks at building innovation cultures and product development.

**Simplified and Focused Approach:**  
Concentrate on a selected few innovations that offer the most significant potential impact on fundraising, borrowing and adapting strategies from commerce sector.

**Document Development and Iteration:**  
Utilize collaborative tools (e.g., shared docs) to develop the toolkit and other resources collectively, allowing for real-time updates and contributions.

### MEASUREMENTS

How do we measure our progress once the action areas are identified?

**Surveys for Impact Assessment:**  
Conduct before and after surveys for lab meetings 3 & 4 to gauge participants' confidence and readiness to apply the learned strategies, aiming for high positive responses.

**Progress Tracker:**  
At the end of the year, evaluate progress on defined goals in this Framework, based on the collective feedback from the group.

**Failures and Lessons Learned Session:**  
Integrate discussions on what strategies didn't work and why, fostering a culture of learning from failures.

**Final Review and Presentation:**  
Organize a session in the final meeting to review the survey and other outputs, presenting them to the larger Lab community for feedback and evaluation.

### ACTIONS

Meetings scheduled to pursue goals

**Action Lab Meeting 1**  
Wed 24 April  
08:00 – 10:00 BST

**Action Lab Meeting 2**  
Wed 26 June  
08:00 – 10:00 BST

**Action Lab Meeting 3**  
Wed 11 Sept  
08:00 – 10:00 BST

**IFC In-Person Meeting**  
TBC

**Action Lab Meeting 4**  
Tue 19 Nov  
08:00 – 10:00 GMT



# Leadership Programme 2024 Innovation 2 Action Lab

## VISION – What is our shared dream?

This Lab aspires to transform participants into future-ready leaders who can confidently utilise and champion innovative technologies and strategies, particularly AI, to advance their organisations. By focusing on ethical, sustainable innovation, this Lab aims to empower leaders to drive systemic change and creatively address the evolving challenges in fundraising and non-profit management. We aim to not just adapt to change but to lead it, ensuring our organisations are proactive, resilient, and equipped to utilize innovation for social good.

### GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

#### Develop Deep Understanding of AI's Potential and Challenges:

Focus on ethical implications, biases, and environmental impacts. Explore AI applications that can bridge social inequalities and enhance fundraising efforts.

#### Development of a Comprehensive Toolkit:

Compile a toolkit that includes best practices, case studies, and actionable strategies for fostering ethical implementation of AI within nonprofit organizations.

#### How can we use AI to trigger systemic change in fundraising?

### STRATEGIES

What important choices do we make to realise the vision?

**Participant led group discussions:** Using member experiences to learn & develop approaches to test moving forward

**Expert Engagement and External Insights:** Integrate insights from thought leaders and innovators outside the nonprofit sector to bring fresh perspectives and successful strategies into discussions.

**Foster a Culture of Ethical Innovation:** Develop guidelines and frameworks to safely integrate new technologies. Normalize the adoption of innovation as a core strategy in fundraising, going beyond technological implications to include strategic and systemic changes.

**Knowledge Sharing and Capacity Building:** Establish mechanisms for continuous learning and sharing of innovations, successes, and failures.

### MEASUREMENTS

How do we measure our progress once the action areas are identified?

#### Pre and Post Surveys:

Conduct surveys to measure shifts in participants' confidence and competence in implementing innovative strategies and using AI.

#### Toolkit/guide/summary doc Utilization and Feedback:

Track the adoption and effectiveness of the toolkit following lab sessions, feedback survey, and case studies of implementation.

### ACTIONS

Meetings scheduled to pursue goals

#### Action Lab Meeting 1

Thu 2 May  
15:00 – 17:00 BST

#### Action Lab Meeting 2

Wed 26 June  
15:00 – 17:00 BST

#### Action Lab Meeting 3

Wed 25 Sept  
15:00 – 17:00 BST

#### IFC In-Person Meeting

TBC

#### Action Lab Meeting 4

Wed 27 Nov  
16:00 – 18:00 GMT



# Leadership Programme 2024 Strategy & People 1 Action Lab

## VISION – What is our shared dream?

By building a comprehensive repository of qualitative and quantitative insights, we aim to empower organizations with actionable knowledge to implement flexible work policies, career development opportunities, and initiatives that resonate with the values and expectations of younger employees. Our commitment is to foster a community of learning and continuous improvement, leveraging diverse networks and collaborative efforts to share real-world applications and outcomes within the RA Global community and social impact sector.

### GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

**Collect quantitative data and qualitative case studies:** Successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generations.

**Build a Repository:** Of people management case studies with a focus on younger generation. Highlight successful strategies and inputs and common pitfalls, emphasizing real-world applications and outcomes.

**Identify strategies to Engage and Retain Younger Generations:** Use the data and case studies to create effective strategies and learnings to better engage and retain younger employees, including flexible work policies, career development opportunities tailored to younger demographics, and initiatives that integrate their values and expectations into organizational culture.

### STRATEGIES

What important choices do we make to realise the vision?

**Create a template to collect qualitative case studies and quantitative data:**

To measure successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generation.

**Utilize each other's networks:**

And the broader leadership program group to collect case studies

**Identify the key areas and create a poll to collect more quantitative data:**

Via RA Global Community, at IFC, via Daryl Upsall's network.

**Collect additional inputs at IFC:**

Especially via the emerging leaders group (younger audience ticket holders)

**Document and share:**

All learnings with the broader RA Global community.

### MEASUREMENTS

How do we measure our progress once the action areas are identified?

**Track the number of case studies collected:**

From these networks and ensure a diverse range of perspectives is represented.

**Measure response rates:**

And the volume of data collected through quantitative polls.

**Participation and engagement levels:**

In both case study collection and polls.

**Frequency and reach:**

Of shared learnings within the RA Global community.

**Feedback and impact assessments:**

From the community on the shared learnings.

### ACTIONS

Meetings scheduled to pursue goals

**Action Lab Meeting 1**

Thu 9 May  
08:00 – 10:00 BST

**Action Lab Meeting 2**

Tue 25 June  
08:00 – 10:00 BST

**Action Lab Meeting 3**

Tue 17 Sept  
08:00 – 10:00 BST

**IFC In-Person Meeting**  
TBC

**Action Lab Meeting 4**

Thu 21 Nov  
08:00 – 10:00 GMT



# Leadership Programme 2024 Strategy & People 2 Action Lab

## VISION – What is our shared dream?

Our vision is to cultivate a community of leaders equipped with the knowledge, tools, and support necessary to master strategic and people management challenges, leading their resource mobilization areas with clarity, direction, and resilience in an uncertain world.

### GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

**Find, Share & Optimize Effective Strategy & People Management Models, Tools & Templates:** Equip each member with the ability to clearly define and differentiate between strategy, culture, and business plans. Create a repository of shared strategies, structures, and team models that inspire & inform.

**Produce Practical Tools and Resources:** Develop and disseminate toolkits and templates (e.g. one-page strategy template, strategy & culture checklists) that aid in the practical application of strategic concepts. Also incorporate sharing and learning around the process of using these tools and resources

**Foster a Culture of Continuous Learning and Support:** Establish a robust support system that encourages ongoing dialogue and assistance among members, beyond the Labs

**Document and Learn from pragmatic Applications:** Compile case studies that highlight both successful and challenging strategy implementations to serve as learning tools for current and future leaders.

### STRATEGIES

What important choices do we make to realise the vision?

**Collaborative Learning and Sharing of models and tools out there:** Organize mini-lectures & discussions led by internal or external experts to deepen understanding of strategic and people management topics. Facilitate open sharing of experiences, best practices, and challenges to capture diverse insights and foster a learning environment.

**Collect, share and disseminate learnings, expertise, models and tools from within the group:** Use brief surveys to collect information before sessions – stimulating the knowledge and expertise of the group.

**Communication Tools between the sessions:** Implement effective communication tools (beyond email) to maintain engagement, such as a dedicated online forum or collaborative workspace.

### MEASUREMENTS

How do we measure our progress once the action areas are identified?

**Adoption of strategy models and tools**  
**Adoption of people management models and tools**

**Member Engagement and Support:** Monitor the frequency and quality of interactions among group members, assessing the strength and utility of the support network.

**Feedback and Adaptation:** Conduct regular check-ins and feedback sessions to gauge the relevance and impact of shared strategies and tools, ensuring they meet the evolving needs of the group.

**Documentation and Reporting:** Produce session reports and a comprehensive year-end review that documents learnings, achievements, and areas for future development.

### ACTIONS

Meetings scheduled to pursue goals

**Action Lab Meeting 1**  
Wed 8 May  
15:00 – 17:00 BST

**Action Lab Meeting 2**  
Thu 20 June  
15:00 – 17:00 BST

**Action Lab Meeting 3**  
Thu 12 Sept  
14:00 – 16:00 BST

**IFC In-Person Meeting**  
TBC

**Action Lab Meeting 4**  
Wed 20 Nov  
14:00 – 16:00 GMT



# Leadership Programme 2024

## Shift the Power Action Lab

### VISION – What is our shared dream?

Our vision is to dismantle the prevailing power imbalances that prioritize Global North perspectives, making "Shift the Power" a reality by implementing systemic changes that promote true collaboration and equity across all levels. Our mission is to tangibly shift power within the not-for-profit sector by fostering genuine collaboration and equitable resource sharing between the Global North and Global South, leading to actionable changes in leadership dynamics and funding practices.

#### GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

**Build and launch a collaborative Shift the Power Advocacy Campaign:** Initiate a campaign in collaboration with the *Climate Action Lab* to advocate for structural changes that raise local voices, support localized decision-making and direct funding to Global South initiatives. Focus on collaborating with other organisation/s already doing this to ensure we create real impact.

**Create a Shared Resource Pool:** Establish a repository of tools, case studies, and best practices that promote and support power shifting, particularly in funding and decision-making.

#### STRATEGIES

What important choices do we make to realise the vision?

**Stakeholder Engagement:** Engage with a broad spectrum of stakeholders including funders, policy makers, and community leaders from both the Global North and South to gain support and input for the advocacy efforts. This will also include identifying and engaging potential allies and champions who can amplify the group's efforts.

**Leverage Collective Expertise:** Utilize a digital platform to facilitate ongoing communication, resource sharing, and progress tracking among group members. This platform will serve as a central hub for all documents, campaign materials, and discussion forums.

**Storytelling and Visibility:** Amplify the successes and challenges of shifting power through storytelling, using diverse media to illustrate the impact of equitable practices and local leadership.

#### MEASUREMENTS

How do we measure our progress once the action areas are identified?

**Engagement Metrics:** Track participation rates in workshops and other sessions. Measure the active engagement of group members in these activities as an indicator of the group's cohesion and commitment to the objectives.

**Group surveys and feedback:** Conduct surveys or feedback sessions to assess the progress after each meeting.

**Definition of success:** Increased engagement and learning within this group on Shift the Power issues. (See the *Climate Action Lab* Action Framework for definition of success in terms of the work we are doing in collaboration with them).

#### ACTIONS

Meetings scheduled to pursue goals

**Action Lab Meeting 1**  
Wed 24 April  
10:00 – 12:00 BST

**Action Lab Meeting 2**  
Thu 27 June  
09:00 – 11:00 BST

**Action Lab Meeting 3**  
Thu 12 Sept  
09:00 – 11:00 BST

**IFC In-Person Meeting**  
TBC

**Action Lab Meeting 4**  
Thu 21 Nov  
10:00 – 12:00 GMT

# 2024 Action Lab Outcomes

# Innovation 1

## Action Lab

### **Goal 1: Identify and Collate Global Examples of Innovation (through a fundraising lens)**

Four key case studies of fundraising-related innovation were shared by Lab Members in the second meeting and have been documented for further sharing on pages 6-12 of [the full Innovation Action Lab 1 report](#).

### **Goal 2: Develop and Implement an 'Innovation Readiness Survey' in Fundraising**

This was the main tangible action-orientated goal of this group and was developed throughout the year. **The final version of this survey can be found on pages 23-26 of the full Innovation Action Lab 1 report** and will be implemented in 2025.

### **Goal 3: Cultivate a Culture of Innovation**

In the third meeting, a guest speaker was specifically invited as an expert on creating a culture of innovation. The main takeaways from that presentation are detailed on pages 13-18 on the full Innovation Action Lab 1 report.

### **Goal 4: Enhance Knowledge Sharing**

This goal was covered by every Action Lab meeting throughout the year, and the full Innovation Action Lab 1 report is the culmination of the knowledge gathered and now ready to be shared with a wider audience.

# Innovation 2

## Action Lab

### **Goal 1: Develop Deep Understanding of AI's Potential and Challenges**

This goal was achieved through deep learning from the three expert guest speakers who delivered keynote talks in meetings 2, 3 and 4, and the case studies of AI-related innovation that were shared by Lab Members in the second meeting. All of this has been documented in [the full Innovation Action Lab 2 report](#).

### **Goal 2: Development of a Comprehensive Toolkit**

This full report itself constitutes a comprehensive AI toolkit for the non-profit sector, and will be shared with the full Resource Alliance Global Community.

### **Additional Goal: Develop and Share an Ethical AI Implementation Framework for Non-Profits**

This additional goal was organically developed as the group began to focus specifically on the ethical implications of AI. They decided that a framework to give non-profits key pointers on how to ethically implement this new technology into their work would be highly valuable for the sector.

[The Ethical AI Implementation Framework for Non-Profits can be downloaded here.](#)



# Strategy & People 1

## Action Lab

**Goal 1: Collect quantitative data and qualitative case studies on successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generations.**

The main qualitative case study in-line with this goal was provided by Lab Member, Marcus Blease, and can be found on pages 7-9 of the [full Strategy & People 1 Action Lab report](#). In terms of collecting quality quantitative data, the Action Lab have approached this goal by designing an in-depth *Staff Retention in the Non-Profit Sector Survey*. **The full survey can be found on pages 23-26 of the full Strategy & People 1 Action Lab report.**

**Goal 2: Build a repository of people management case studies with a focus on younger generation.**

The full Strategy & People 1 Action Lab report is the culmination of the Action Lab's work towards this goal.

**Goal 3: Identify strategies to Engage and Retain Younger Generations:**

This goal was covered by every Action Lab meeting throughout the year, with the on-the-ground learnings from *running an organisation with a high proportion of Gen Z employees*, shared by Marcus on pages 7-9 of the full Strategy & People 1 Action Lab report, the deep research findings on the *Shifting Values of Gen Z and Polarization*, shared by Martijn Lampert, Research Director at Glocalities, on pages 12-15, and the *detailed learnings and recommendations for creating a family-friendly workplace*, collated by the group for pages 18-21.

**Goal 4: Enhance Knowledge Sharing**

This goal was achieved with the peer-to-peer and expert learning for the Lab Members during the meeting and the fact that the full Strategy & People 1 Action Lab report will now be shared with the wider Resource Alliance Global Community.

# Strategy & People 2

## Action Lab

### **Goal 1: Find, Share & Optimize Effective Strategy & People Management Models, Tools & Templates**

This goal was primarily achieved through the strategy case studies shared in the second meeting and covered on pages 6-13 of the [full Strategy & People 2 Action Lab report](#), and the case studies shared by members outside of this Action Lab in the third meeting, see pages 22-27 of the full report.

### **Goal 2: Develop and disseminate toolkits and templates (e.g. one-page strategy template, strategy & culture checklists) that aid in the practical application of strategic concepts.**

This is an ongoing goal and the Lab will look to develop more practical toolkits, templates and checklists once the full report has been circulated and feedback sought from a wider pool of leaders.

### **Goal 3: Foster a Culture of Continuous Learning and Support: Establish a robust support system that encourages ongoing dialogue and assistance among members, beyond the Labs**

This goal was covered by every Action Lab meeting throughout the year - a deep culture of continuous peer-to-peer learning and support was fostered in the Action Lab itself through how generously the Lab members shared (and challenged) with each other, and the dialogue beyond the Lab is particularly demonstrated by the external case studies shared in meeting three (pages 22-27) of the full Strategy & People 2 Action Lab report.

### **Goal 4: Document and Learn from pragmatic Applications: Compile case studies that highlight both successful and challenging strategy implementations to serve as learning tools for current and future leaders.**

This full Strategy & People 2 Action Lab report is the culmination of the Action Lab's work towards this goal, and will be shared publicly in the Resource Alliance Global Community to be used as a learning tool for current and future leaders.

# Shift the Power Action Lab

## **Goal 1: Build and launch a collaborative Shift the Power Advocacy Campaign**

After the first meeting of the Shift the Power Action Lab, the Lab Leaders realised the Climate Action Lab were pursuing a very similar goal with a clear cross-over between Climate Justice & Shifting Power. Therefore, they decided to work collaboratively on a campaign with the Climate Action Lab. Members from this Shift the Power Action Lab who wanted to contribute to the campaign goal began to attend the Climate Action Lab meetings. As such, a full update on this goal is provided in the Climate Action Lab Report.

## **Goal 2: Create a Shared Resource Pool**

Collaborating with the Climate Action Lab on the campaign work meant that the Shift the Power Action Lab meetings could be fully dedicated to this second goal. The participants invited a guest speaker to every meeting and established a comprehensive repository of tools, case studies, and best practices that promote and support power shifting, particularly in funding and decision-making. The detailed outcomes from meetings 2, 3 and 4, covered on pages 7-19, 12-14, and 17-20 of the [full Shift the Power Action Lab report](#), show how this goal was met throughout the year.

## **Additional Goal: Develop and Publish a Provocative Thought-Piece on Why Shifting Power is so Difficult in our Sector.**

You can [read the published version of this thought-piece here](#).

# Action Lab Visuals



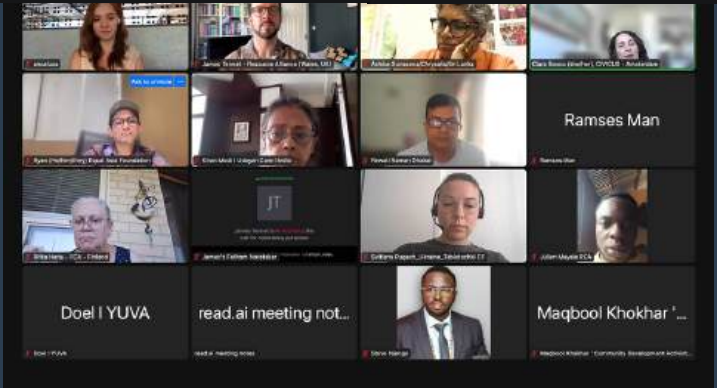
A slide titled "WELCOME EVERYONE!" for "Innovation Lab 2 Session 2". It includes the time "15.00 – 17.00 (BST)" and a note: "\*THIS MUSIC WAS AI GENERATED". Below the note is a prompt: "Prompt – 'Innovative Fundraising Music'". On the right side of the slide, there is a small grid of video feeds showing participants.



A slide titled "RESPONSIBLE + BENEFICIAL AI FOR NONPROFITS". It features a blue and white background with a glowing effect. The text on the slide reads: "Nathan Chappell, MBA, MNA, CFRE SVP, DonorSearch AI Founder, Fundraising AI".

A slide titled "GEN Z VALUES SHIFTS 2014-2022". It features a butterfly graphic with the text "GEN Z SHIFTS IN...". The slide is divided into two sections: "ADVANCED ECONOMIES" and "UPCOMING ECONOMIES".

Advanced Economies	Upcoming Economies
Gen Z looking for: Purpose and spirituality. Quality of life.	Gen Z looking for: Equality and emancipation. Freedom from patriarchy.



# 2024 Testimonials

## 2024 Leadership Programme - Summary Report

*This journey not only transformed me personally but also empowered me to bring back fresh ideas and meaningful change to my organisation, igniting a ripple effect of growth and innovation.*

**Ritka Harju, Funding Director at Finn Church Aid (Finland)**



*The programme provided me with a unique platform to collaborate, innovate, and co-create solutions to some of the biggest challenges we face today. It was an invaluable opportunity to connect with inspiring leaders from all over the globe and gain insights to drive meaningful change in my own work.*

**Ramses Man, Global Fundraising Director at Amref Health Africa (Netherlands)**

*I thoroughly enjoyed being part of the community – diverse perspectives, triumphs and challenges of people from across the world are required for leaders to grow. The program offered the opportunity to engage and share and I felt my input was valued and respected.*

**Ashika Gunasena, CEO at Chrysalis (Sri Lanka)**



*The Leadership Programme has made me think in different and challenging ways. I've had my thinking probed by others with different perspectives in a way I don't get in other places or groups.*

**Damian Chapman, Director of Income Generation at Money Advice Trust (UK)**

*It's a game-changer for anyone ready to drive innovation, inspire teams, and make a difference on a global scale.*

**Payal Randhawa, Founder/Director at Bworks (India)**



*It is inspiring to be in a room of people that ignite your thought process and spark ideas to find solutions to today's challenges.*

**Thomas Nyangulu Jr, Communications Officer at SolarAid (Zambia)**

*The Leadership Programme has provided me with a strong network of great fundraisers from around the globe. To be able to share challenges & experiences with an international crowd has been very meaningful and important for me.*

**Andreas Drufva, Fundraising Manager at Better Shelter (Sweden)**



*I have found being involved in the programme hugely inspiring and motivating. To have such a unique opportunity to learn and explore with peers from so many parts of the world gives me a new perspective and insights.*

**Gavin Coopey, Insight Director at More Strategic (Australia)**