

2024 Leadership Programme

**Leadership
Summit
Report**

Table of Contents

03	—	Introduction
04	—	Executive Summary
05	—	Summit 1
14	—	Summit 2
21	—	Summit 3
26	—	Summit 4
34	—	Youth Rising Framework
40	—	Conclusion & Next Steps
41	—	Acknowledgements

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 will cover the four Leadership Summits - the key learning points and takeaways, resources and tools developed, next steps and tangible actions.

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

Executive Summary

This report covers in detail how the Leadership Summits addressed critical challenges and opportunities in the social impact sector, and equipped the leaders in our cohort with actionable insights and tools to embrace collaboration, innovation, and systemic change – empowering them to create more meaningful impact in their organisations and communities. Below we provide a very brief executive summary of each Summit:

Summit 1: Facing the Future

Amitabh Behar, Interim Executive Director, Oxfam International.

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

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.

Summit 1 Agenda

Facing the Future

Time	Focus
20 mins	<ul style="list-style-type: none"> • Welcome from Willeke van Rijn, Resource Alliance CEO • Request for all participants to introduce themselves in the chatbox • Request for participants to share their “Living Leadership Role Model
10 mins	Quick breakout group networking in groups of 4 – tell the story of your name
30 mins	<ul style="list-style-type: none"> • Willeke recaps 2024 Leadership Programme and frames this year • Google Doc shared and everyone asked to add their thoughts on “What are your expectations in terms of outcomes and collaboration from this programme?”
45 mins	First keynote talk plus Q&A with Amitabh Behar, interim Executive Director, Oxfam International – How to Get From Rhetoric to Reality
15 mins	Quick breakout groups to discuss “What is my promise, commitment to this group?”
45 mins	Second keynote talk plus Q&A with Jeroo Billimoria, Co-Founder of Catalyst 2030 – People and Planet Economy
15 mins	Next steps, thank yous, close

Summit 1 Keynotes

Keynote Address on Facing the Future Amitabh Behar, CEO of Oxfam International

Introduction and Context

Willeke van Rijn, the CEO of Resource Alliance, opened the summit by welcoming participants and introducing the event's theme, "**Facing the Future.**" She highlighted the evolving challenges in the social impact sector and the need for **collaborative solutions** that address both immediate and systemic issues.

Amitabh Behar Keynote

Amitabh Behar, CEO of Oxfam International, delivered a keynote centered on **urgent global challenges** and the need for a **transformative shift** in the social impact sector. His talk emphasized three main themes:

1. Broader Sector Challenges:

- Amitabh outlined major challenges facing the sector, including **structural racism, authoritarianism, and declining international aid**. He linked these issues to **polarization** in society, noting that organizations like Oxfam face increasing difficulty aligning with social goals as political landscapes shift.
- He called for the decolonization of the **global aid system**, urging NGOs to move away from the **Global North-dominated structures** and empower voices from the Global South. His vision includes a **more equitable, inclusive approach** to aid that recognizes the autonomy and expertise of local communities.

2. The Need for Collaboration:

- Amitabh underscored that no single organization, including Oxfam, can tackle global issues alone. He referenced the **3.5% rule** (highlighted in Erica Chenoweth's work) to illustrate how small yet focused collective action can drive meaningful change.
- He stressed the importance of **breaking down silos** and engaging in **cross-sector partnerships**. Amitabh encouraged leaders to foster collaboration not only within the NGO sector but also with governments and grassroots movements, aiming to build a movement that transcends organizational boundaries.

3. Moving from Rhetoric to Action

- Addressing the "**rhetoric to reality**" gap, Amitabh urged the participants to act against the status quo by pushing for systemic changes that address the root causes of inequality.



- He spoke on the importance of **courage in leadership**, recognizing that truly transformative actions may be “career-destroying” but are necessary to achieve long-term impact. He encouraged leaders to prioritize **purpose over personal gain**, even when it means confronting difficult institutional and social norms.

Q&A Highlights:

- **Collaboration with Grassroots Organizations:** When asked how large INGOs like Oxfam can support grassroots organizations, Amitabh emphasized **capacity-sharing** over capacity-building, advocating for the resources to be directed to local groups to lead their own initiatives.
- **Polarization and Its Impact on NGOs:** Amitabh discussed the increasing polarization in society and how it impacts the social sector’s alignment with societal values, especially with rising authoritarianism.
- **Courage and Personal Cost:** On the topic of courage, he reflected on the idea that certain transformative moves might hinder personal career progress but emphasized that these “career-destroying moves” are often the most impactful for social good.

Amitabh’s session concluded with a **commitment exercise** where participants shared one actionable step they would take in their organizations to address systemic inequities. Common themes included **empowering local voices** and **strengthening partnerships** to shift power dynamics.

Keynote Address on Facing the Future Jeroo Billimoria, Co-Founder of Catalyst 2030

Introduction and Context:

Jeroo Billimoria, a seasoned social innovator, presented on the concept of the **People and Planet Economy (PPE)** and the need for social impact leaders to adopt innovative, community-driven solutions.

1. Redefining Growth Models:

- Jeroo introduced the **People and Planet Economy** as an alternative to traditional growth models, which are often extractive and unsustainable. PPE prioritizes **sustainability and community well-being**, aiming to address **climate justice and social equity**.
- She emphasized that this model requires leaders to shift their focus from profit-centered metrics to **impact-centered metrics**, which align economic activities with the needs of both people and the environment.

2. The Role of Social Innovators:

- Jeroo spoke on the importance of **social innovation** as a driver of systemic change, advocating for leaders to embrace **collaborative approaches** that bridge sectors—such as business, government, and civil society.
- She described social innovators as "**frontline pioneers**" who challenge conventional systems and offer insights into reimagining society to be more equitable and sustainable. She encouraged the audience to foster environments where **social innovators** can thrive and drive change.

3. Holistic Systems Change Through Collaboration:

- Emphasizing **cross-sector collaboration**, Jeroo argued that partnerships between sectors are essential for achieving systemic change. She highlighted examples of effective partnerships where civil society, government, and businesses worked together to support community-led initiatives.
- She also referenced the **3.5% rule** and **youth-led activism** as evidence of the power of collective action in driving significant social shifts. She noted that the combined efforts of these groups create a framework for holistic change that is inclusive and effective.

Q&A Highlights:

- **Challenges of Implementing PPE:** When asked about obstacles to adopting the PPE model, Jeroo acknowledged that shifting mindsets within organizations is a major barrier. She suggested **incremental changes**, starting with impact metrics and slowly aligning operational practices with PPE principles.



- **Engaging the Private Sector:** Jeroo discussed strategies for engaging businesses, suggesting that framing social impact as beneficial for both the planet and profit can attract more private sector support.
- **Empowering Local Voices:** Jeroo emphasized that **local empowerment** is key to successful social innovation. She recommended that international organizations step back and provide platforms for communities to lead initiatives.

Jeroo's session ended with participants reflecting on the potential of **social innovation** and how adopting the PPE model could reshape their organizations' impact. The conversation highlighted the need for ongoing efforts to **educate stakeholders** about the benefits of a people-centered economy.

Summit 1 Outcomes, Actions & Next Steps

Key Takeaways from the "Facing the Future" Summit

1. Decolonization and Equity in the Social Impact Sector

- **Core Insight:** Both Amitabh and Jeroo emphasized the need to **decolonize the social impact sector**, recognizing the power imbalances that have traditionally skewed influence and resources toward the Global North. They both urged leaders to reframe their approaches to be more inclusive of **Global South perspectives**.

Actions:

- Leaders are encouraged to **re-evaluate funding structures** and decision-making processes to ensure they amplify **local voices** and **empower communities** in the Global South.
- Shift focus from a "capacity-building" model to **capacity-sharing**, where knowledge and resources flow reciprocally between organizations and local partners.

2. Embrace Collaboration Across Sectors and Borders

- **Core Insight:** The challenges in the sector—climate action, poverty, social justice—are too large for any one organization. Amitabh's keynote stressed the need for a **3.5% rule-inspired movement** to effect change, suggesting that true collaboration is required to move beyond individual achievements and foster systemic change.

Actions:

- **Identify and engage potential cross-sector partners** including government bodies, private sector entities, and grassroots organizations, especially within areas where collective impact can be maximized.
- Leaders should explore **shared objectives** and align initiatives that transcend geographical and organizational boundaries, building a **coalition of influence** around common goals.

3. Adopt a People and Planet Economy (PPE) Framework

- **Core Insight:** Jeroo presented the PPE model as an alternative to traditional growth-focused economies, advocating for economic and social systems that prioritize **community welfare** and **environmental sustainability**.

Actions:

- Leaders are encouraged to **align their operational and financial metrics** with PPE principles, focusing on outcomes that measure both social impact and environmental sustainability.
- Begin integrating PPE concepts incrementally—by establishing **impact metrics** within their own organizations that capture progress on these dimensions, promoting the shift toward more responsible growth models.

4. Move from Rhetoric to Action

- **Core Insight:** Both keynotes underscored the urgency of translating aspirational goals into concrete, actionable steps, even when doing so involves risk. Amitabh, in particular, spoke about the need for “career-destroying moves” to break free from the status quo.

Actions:

- Leaders should **commit to at least one tangible action** post-summit that reflects their dedication to change—whether by instituting new policies, adjusting resource allocation, or implementing a decolonization strategy.
- Regularly assess **organizational progress** on key initiatives, holding themselves and their teams accountable to promises made during the summit, and building a culture where action is valued over complacency.

5. Strengthen Courageous and Values-Driven Leadership

- **Core Insight:** Amitabh emphasized that true leadership requires courage, particularly in a polarized global climate where challenging power dynamics can come at a personal and professional cost.

Actions:

- Leaders should **embrace purpose-driven decision-making** in their daily operations, prioritizing impact over career concerns, with a focus on supporting marginalized voices within their organizations.
- **Cultivate an environment of psychological safety** where their teams feel empowered to challenge norms and innovate boldly without fear of repercussions.

6. Engaging Supporters and Building Community Momentum

- **Core Insight:** Both speakers highlighted the importance of community-driven movements to sustain and amplify social change. In particular, Jeroo noted how **grassroots-driven initiatives** are essential to the PPE model and broader systemic change.

Actions:

- Increase **supporter engagement and community involvement** by creating spaces for dialogue with the communities they serve, promoting transparency and genuine partnerships.

Final Thoughts and Breakout Group Reflections

The summit concluded with breakout sessions where participants discussed their reflections on the keynotes. Common themes included:

- **Commitment to Equity and Justice:** Many participants committed to actions aligned with **decolonization** and **empowering local actors**.
- **Focus on Practical Innovation:** Inspired by Jeroo's PPE framework, leaders brainstormed ways to implement **social innovation** within their own contexts.
- **Collaboration and Courage:** Building on Amitabh's insights, participants emphasized the need to work together across sectors and take bold, sometimes challenging steps to enact change.

The summit wrapped up with a sense of momentum and commitment, as participants looked forward to applying these insights within their organizations to drive **sustainable, community-centered change**.

Recommended Immediate Next Steps for Participants

1. **Personal Commitments:** Participants should set one actionable, measurable goal within their organization that reflects summit takeaways, committing to specific steps they'll take within the next quarter.
2. **Identify Accountability Partners:** Pair up with other participants or peers from the summit to **share progress and provide feedback** on steps taken toward the commitments made at the summit.
3. **Establish Internal Reflection Sessions:** Leaders are encouraged to set regular intervals for **team reflections** within their organizations, assessing alignment with PPE values, collaborative goals, and decolonization efforts.
4. **Pursue a Cross-Sector Pilot Initiative:** Identify one pilot initiative that allows their organization to collaborate with another sector, aiming to build a replicable model of partnership that other participants can adopt.

In conclusion, the summit aimed to catalyze actionable change by equipping leaders with a strong framework for **decolonization, collaboration, social innovation, and values-driven leadership**. The call to action was for leaders to start implementing these principles in meaningful ways within their own organizations.

Summit 1 Visuals



Summit 2 Agenda

Indigenous Action

Time	Focus
10 mins	<ul style="list-style-type: none"> • Welcome from Willeke van Rijn, Resource Alliance CEO • Scene-setting from Mariana Chammas, Capital Campaign Global Project Lead, Greenpeace International
60 mins	Keynote plus Q&A on how we can implement indigenous concepts and decision-making processes into our organisations – Michelle Schenandoah, Founder, Indigenous Concepts Consulting and Rematriation
35 mins	Short case study sharing of examples of indigenous implementation: <ul style="list-style-type: none"> • Simeon Rose, Co-Founder of Nature on the Board • Nana Afadzinu, Executive Director of West Africa Civil Society Institute (on Indigenous Philanthropy in Ghana)
45 mins	Breakout groups led by Gavin Coopey, Insight Director at More Strategic – ‘What, So What, Now What’ Liberating Structure
15 mins	Short contribution from Topaz Zega, Climate Activist – call to action with the Anti-COP Summit
15 mins	Next steps, thank yous, close

Summit 2 Keynotes & Case Studies

Keynote Address on Indigenous Action

Michelle Schenandoah, Founder of Indigenous Concepts Consulting

Welcome and Introduction

- **Willeke van Rijn, CEO of the Resource Alliance**, introduced the summit, highlighting its objectives. She emphasized the importance of respect and connection within the leadership community and underscored the need for actionable insights and collaboration.
- **Mariana Chammas, Global Project Lead at Greenpeace International**, provided additional context, setting a respectful and authentic tone and aligning expectations with the goals of inclusivity and the integration of Indigenous wisdom.

Michelle Schenandoah Keynote

Introduction and Background

Michelle Schenandoah, an esteemed member of the Onondaga Nation, shared her perspective on Indigenous wisdom, with a particular emphasis on "Seventh Generation Thinking." Her talk highlighted how Indigenous perspectives on stewardship and responsibility can inform and enrich nonprofit and social sector leadership. Michelle introduced key cultural principles rooted in her Haudenosaunee heritage, underscoring the importance of seeing decisions as part of a continuum extending far beyond present concerns.

Principle of Seven Generations Thinking

Michelle emphasized that one of the core principles of her people's governance is "Seven Generations Thinking." This philosophy is centered on the idea that every decision should be evaluated based on its potential impact on people seven generations into the future. Leaders, she suggested, could adopt this perspective to ensure that the actions they take today are respectful of future needs and prioritize sustainability over short-term gains. This paradigm, she noted, fosters a mindset of responsibility and respect for future generations, urging leaders to consider the long-term environmental, social, and cultural implications of their choices.



Decision-Making and Collective Responsibility

Another vital part of Michelle's talk was on the importance of collective responsibility in decision-making. Within her community, decision-making is not solely an individual endeavor; instead, it involves the entire collective, ensuring that the needs of the broader group are prioritized. Leaders were encouraged to move away from individualistic and immediate needs and focus on actions that benefit their communities as a whole. This concept is inherently anti-hierarchical and encourages a system where diverse voices are heard and included.

Cultural Practices and Repatriation

Michelle shared insights into ongoing efforts within her community around cultural repatriation and the reclamation of land and identity. She detailed the historical challenges Indigenous communities face due to colonization and how repatriation serves as a form of healing and cultural restoration. Her message here was clear: leaders in the nonprofit and social impact sector can play a significant role in supporting Indigenous movements toward reclaiming cultural heritage, land, and identity.

Lessons from Nature and Mother Earth

Michelle spoke deeply about the connections between Indigenous communities and the Earth, especially how women within her culture are seen as life-givers, connected inherently to Mother Earth. This view is both spiritual and practical, instilling a deep respect for the environment. She urged leaders to draw from this connection with nature in their strategic planning and operations, respecting the Earth as an essential partner in achieving organizational missions.

Key Takeaways and Actions for Leaders

1. Adopt Long-Term Thinking

- Leaders were encouraged to embed the principle of Seven Generations Thinking into their organizational practices. This involves expanding the time frame for assessing the consequences of their actions, fostering sustainable and inclusive growth, and envisioning a positive legacy for future generations.

2. Prioritize Collective Well-being Over Individual Success

- In decision-making processes, there should be a shift toward collective responsibility, which balances individual achievements with the needs of the community. Michelle's emphasis on collective decision-making serves as a call for leaders to ensure their strategies benefit a wider group rather than advancing personal or short-term goals.

3. Support Indigenous Movements and Cultural Restoration

- Nonprofit and social sector leaders can actively participate in supporting Indigenous movements, whether through funding, advocacy, or partnerships. Michelle's insights into the importance of repatriation highlight the need for leaders to engage with Indigenous causes, promoting equitable resource distribution and amplifying Indigenous voices.

4. Embrace Interdependence with Nature

- Michelle's emphasis on the relationship between Indigenous women and the Earth underscored the need for leaders to respect and protect natural resources actively. Leaders were encouraged to consider environmental impacts in their decision-making, aligning their organizational practices with sustainable and ecologically responsible frameworks.

5. Embed Respect and Honor in Leadership Practices

- Respect is foundational to Indigenous practices and is assumed in all interactions until proven otherwise. Leaders were urged to honor their commitments, treat all partners equitably, and integrate respect as a core organizational value.

6. Foster Equity and Inclusion in Governance

- Michelle's talk implicitly advocated for governance models that are inclusive, equitable, and mindful of diverse perspectives. Leaders can adapt their governance structures to reflect Indigenous principles of equality and collective voice, reducing hierarchical barriers and fostering a collaborative environment.

Case Study: Nature on the Board Simeon Rose, Co-Creator, Nature on the Board

- **Simeon Rose**, Creative Director at Faith in Nature, shared his organization's innovative approach of appointing Nature as a board member, giving Nature a literal "voice" in all decisions.
- The initiative, "Nature on the Board," required substantial legal and organizational adjustments but became a pivotal move to align organizational governance with environmental principles.
- Simeon described the board's process, such as engaging "**Guardians of Nature**" to represent Nature's interests, adding a critical dimension to discussions on sustainability and conservation.
- He encouraged organizations to consider implementing similar models, particularly nonprofits in the environmental space, to reinforce their commitment to the natural world.
- The Q&A session explored how similar models could be adapted by other organizations and the potential long-term impact of integrating Nature into governance, which could influence funding opportunities and regulatory support for environmental goals.

Case Study: Indigenous Philanthropy in Ghana Nana Afadzinu, Executive Director, West Africa Civil Society Institute

- **Nana Afadzinu**, Executive Director of the West Africa Civil Society Institute, presented her research on **Indigenous philanthropy among the Akan people in Ghana**.
- Nana shared that traditional philanthropy in Ghana differs significantly from Western models. Indigenous giving is culturally ingrained, with a focus on community support, collective responsibility, and the integration of cultural symbols like **Sankofa**, representing the importance of learning from the past.
- The presentation highlighted how colonial influences have altered traditional philanthropy, often leading to misunderstandings about African giving patterns.
- Nana called for a shift in global philanthropy to better recognize and support Indigenous philanthropy models and recommended developing frameworks that respect and reflect cultural nuances.
- Participants discussed challenges in blending Indigenous practices with Western funding structures, concluding with a call for more inclusive definitions of philanthropy that recognize contributions from all cultures.

Summit 2 Outcomes, Actions & Next Steps

“What, So What, Now What?” Breakout Discussions

- Facilitated by **Gavin Coopey**, the breakout sessions allowed participants to process summit insights and explore applications within their organizations.
- **“What”**: Participants shared their initial observations from the keynotes and case studies, noting common themes of community, sustainability, and the impact of decolonization on philanthropy.
- **“So What”**: Group discussions revealed patterns, such as the importance of collective responsibility, respect for natural resources, and the long-term implications of decision-making. Attendees recognized a need for more inclusive governance models, inspired by the examples from Indigenous practices.
- **“Now What”**: Participants brainstormed specific actions to implement Indigenous thinking, such as establishing policies that prioritize sustainability, creating “guardians” or advocates within boards – inspired by the Nature on the Board model – and developing partnerships with Indigenous communities for mutual benefit.

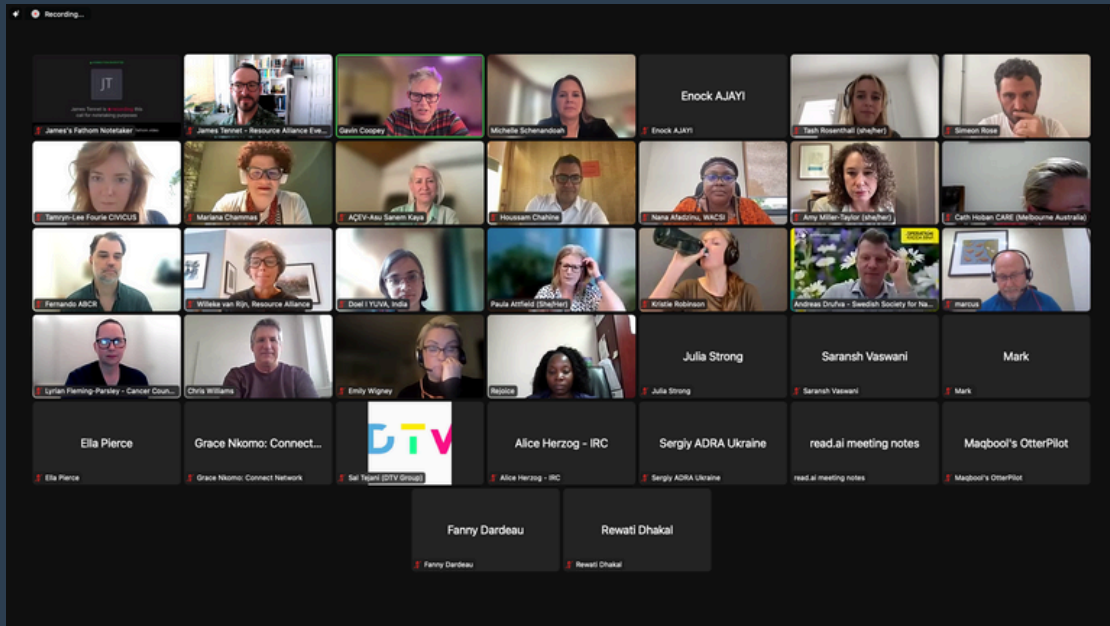
Michelle’s Final Takeaways for Leaders

- Michelle’s keynote reinforced the profound relevance of **Indigenous wisdom** for leaders in today’s social impact sector. By embracing long-term, inclusive thinking, prioritizing respect and collective well-being, and advocating for Indigenous voices, leaders are better positioned to create meaningful and sustainable change.
- Her talk challenged attendees to reflect on own practices, urging them to lead with humility, respect, and commitment to future generations. The session concluded with a clear call for leaders to take actionable steps in transforming their governance, decision-making, and advocacy approaches to reflect these principles.

Closing and Reflection

- **Gavin Coopey** led participants through a final reflection exercise. Participants noted key takeaways and identified personal commitments to incorporate Indigenous practices in their work.
- **Willeke van Rijn and Mariana Chammas** thanked everyone for their participation, expressing hope that the summit would catalyze meaningful changes in the participants’ organizations, particularly in adopting Indigenous practices and frameworks into their own organisations.

Summit 2 Visuals



Summit 3 Agenda

Collective Action

Time	Focus
10 mins	Arrival / welcome from Willeke van Rijn, Resource Alliance CEO
30 mins	Keynote on Creating the Right Conditions for Effective Collaboration and Action – Tasneem Essop, Executive Director, Climate Action Network International
30 mins	Q&A with Tasneem
60 mins	Action Lab Leaders share what their Lab is working on, providing updates on progress, and looking ahead: <ul style="list-style-type: none"> • Innovation 1 • Innovation 2 • Strategy & People 1 • Strategy & People 2 • Climate / Shift the Power
15 mins	Breakout group for each Action Lab where participants from other Labs can drop in to learn more and see how they can help
15 mins	Sharing and reflections from breakout groups
15 mins	Next steps, thank yous, close

Summit 3 Keynote

Keynote Address on Collective Action

Tasneem Essop, Executive Director at Climate Action Network International

Welcome and Introduction

- **Willeke van Rijn**, CEO of the Resource Alliance, opened the summit by highlighting the critical role of **collaboration in tackling global challenges**, particularly climate action. She underscored that the summit's theme, **Collaborative Action**, aligns with the shared values of the participants and the urgent need for coordinated efforts across sectors and geographies.
- The introduction set the stage for Tasneem's talk, emphasizing the importance of collective action and effective network-building to address complex issues facing humanity and the planet.

Tasneem Essop Keynote

Background and Mission of Climate Action Network (CAN)

- Tasneem began by introducing the **Climate Action Network (CAN)**, an extensive coalition of over 1,500 civil society organizations across more than 130 countries. She shared that CAN's mission is to promote **climate action at local, national, and global levels**, using collaboration as a core strategy to unite diverse actors in the fight against climate change.
- CAN's structure is based on a **networked model**, allowing members to remain autonomous while working under shared objectives. Tasneem highlighted how this structure fosters inclusivity and collective action while respecting each organization's unique role and perspective.

Key Success Stories and CAN's Collaborative Achievements

- **Mobilization for Climate Justice:** Tasneem shared CAN's success in **climate justice advocacy**, which involves amplifying voices from marginalized and frontline communities. One example she mentioned was CAN's influence in shifting narratives at global climate forums like the **United Nations Framework Convention on Climate Change (UNFCCC)**, advocating for equitable climate policies that center on justice and inclusion.
- **Global Campaigns and Policy Influence:** Another achievement Tasneem discussed was CAN's role in **influencing climate policies globally**, specifically through



- coordinated campaigns that involve simultaneous actions across multiple countries. She illustrated how CAN has effectively used this model to build pressure on governments to commit to ambitious climate targets.

Principles and Strategies for Effective Collaboration

- **Shared Vision and Values:** Tasneem emphasized that CAN's success is rooted in aligning all members under a shared vision, despite their varied backgrounds and focus areas. By defining common goals centered on **climate justice and sustainability**, CAN fosters unity and purpose among its diverse membership.
- **Building Trust Across Differences:** A key insight she shared was the importance of **trust-building** in collaborative networks. CAN prioritizes open communication, transparency, and respect for each member's voice, recognizing that true collaboration requires addressing power imbalances and creating equitable spaces for dialogue.
- **Flexibility and Adaptability:** Tasneem noted that CAN's networked model allows for flexibility, enabling it to respond quickly to emerging challenges. This adaptability, she said, is vital in a rapidly changing global context where climate emergencies demand swift, coordinated responses.

Challenges and Solutions in Collaborative Action

- **Power Imbalances:** Tasneem candidly discussed the challenges CAN faces with **power dynamics** among its members, especially between larger, well-funded organizations and smaller, community-based ones. She shared CAN's approach to mitigating these issues by establishing **inclusive governance structures** and ensuring that all members, particularly those from the Global South, have equal influence in decision-making.
- **Sustaining Momentum:** Another challenge Tasneem highlighted was the difficulty of sustaining momentum across such a large network. CAN addresses this by setting **clear, achievable milestones** and celebrating small wins, keeping members engaged and motivated over the long term.

Recommendations for Leaders in the Room

- **Embrace Networked Approaches:** Tasneem encouraged the summit's participants to adopt a networked approach in their own work, emphasizing that decentralized, collective action can be far more effective than isolated efforts. She advised leaders to build partnerships that respect and leverage each partner's strengths.
- **Focus on Climate Justice as a Unifying Theme:** She stressed the importance of grounding climate action in justice, ensuring that vulnerable communities are prioritized and that solutions are equitable. For leaders, this means advocating for inclusive policies that address systemic inequalities exacerbated by climate change.

- **Commit to Long-Term Engagement:** Tasneem concluded her keynote with a call to remain committed to **long-term, sustained collaboration**, even when faced with setbacks. She reminded leaders that true change requires persistence, and that collaborative networks like CAN offer a framework for achieving sustainable impact.

Q&A Session with Tasneem Essop

How to Overcome Power Imbalances in Collaboration: Tasneem highlighted CAN's approach of **inclusive governance**, where each member, regardless of size or influence, has an equal say. She also recommended **open dialogue** as a tool to address imbalances, ensuring that smaller organizations feel empowered to share their perspectives and influence outcomes.

Strategies for Engaging Diverse Stakeholders: Tasneem shared insights into how CAN successfully engages stakeholders from various sectors, including NGOs, grassroots movements, and private sector players. She emphasized the need for **clear communication** and **setting common goals** to align diverse perspectives and interests. She also suggested that leaders focus on creating **shared accountability** mechanisms, where all stakeholders are equally responsible for collaborative goals.

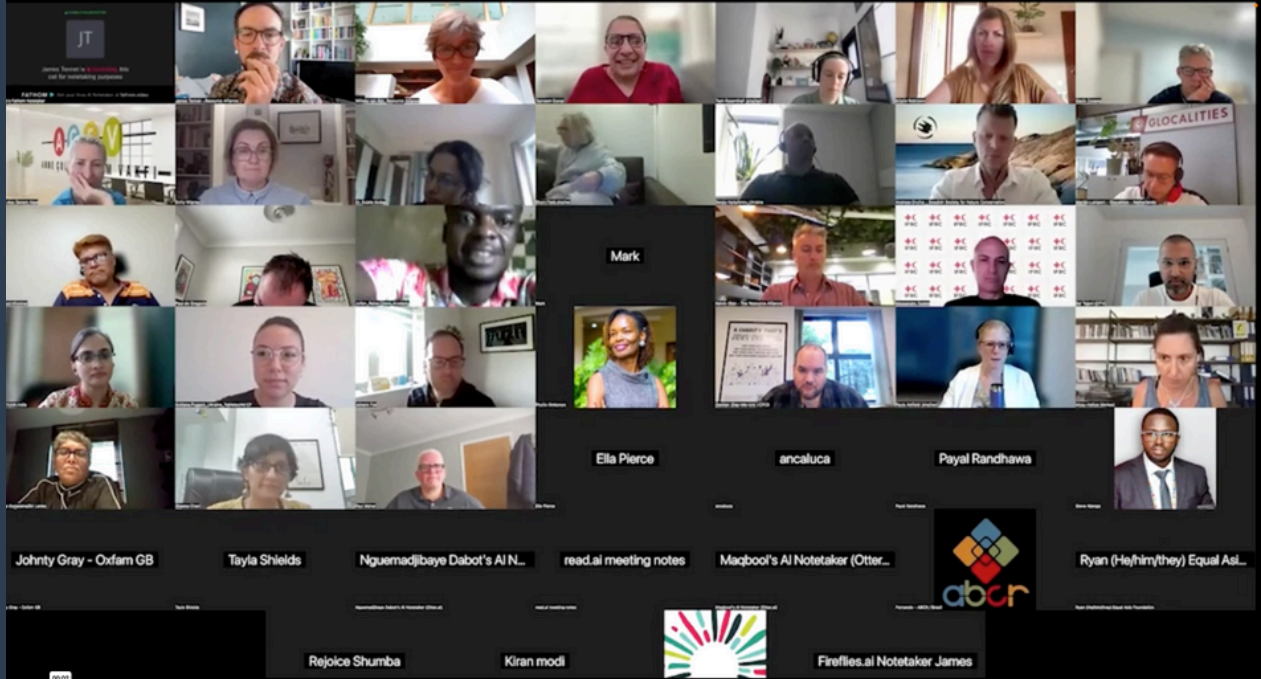
Maintaining Momentum in Long-Term Collaborations: Tasneem explained that CAN uses **small wins and milestones** to keep members motivated. Celebrating incremental successes helps maintain energy and commitment, especially in the face of complex and ongoing challenges like climate change. She advised leaders to celebrate each step forward, however small, to build morale and reinforce commitment.

Recommendations for Fostering Climate Justice Locally: Tasneem recommended partnering with **local organizations and frontline communities** to ensure that solutions are relevant and equitable. She stressed that local knowledge is invaluable and that leaders should empower communities to lead initiatives that address their unique challenges.

Closing Remarks

In her final remarks, Tasneem reinforced the importance of **solidarity and unity** in collaborative work, especially for climate action. She encouraged leaders to view collaboration not as a choice but as a necessity, reminding them that the scale of the climate crisis requires a collective, unified response.

Summit 3 Visuals



Summit 4 Agenda

Youth Rising

Time	Focus
10 mins	Welcome & Opening Remarks from Willeke van Rijn, Resource Alliance CEO
20 mins	Quick group re-introductions (together in-person for first time)
30 mins	Keynote on Rising Levels of Polarisation and Disillusionment in Gen Z - Martijn Lampert, Research Director, Glocalities
30 mins	Q&A with Martijn
45 mins	Breakout group discussions (by Action Lab)
30 mins	Sharing insights and reflections from breakout groups
15 mins	Wrap-up and next steps

Summit 4 Keynote

Keynote Address on Rising Levels of Polarisation and Disillusionment in Gen Z Martijn Lampert, Research Director, Glocalities

Opening Remarks

Willeke van Rijn, CEO of The Resource Alliance, opened the summit by welcoming participants and setting the thematic framework, "Youth Rising," within the broader Resource Alliance agenda. She emphasized the IFC 2024 theme, "WE RISE," which calls for unified action across the nonprofit sector, drawing on last year's insights from Erica Chenoweth regarding the importance of developing counter-strategies to address the "authoritarian playbook." Willeke highlighted a primary summit focus: the increasing disillusionment and polarization among younger generations, and how the nonprofit sector can actively counter these trends. She encouraged participants to contribute insights to a co-created "Youth Rising Framework," which aims to combat youth apathy and foster proactive engagement in global issues

Martijn Lampert Keynote

Introduction to the Research Context

- **Global Perspective:** Martijn introduced Glocalities' research as a comprehensive study spanning multiple continents, focusing on generational values, political sentiments, and social attitudes among young people, particularly Gen Z. This study tracks shifts over time, examining how global events and socio-political climates are influencing youth disillusionment.
- **Polarization and Disillusionment Defined:** He explained these terms as they manifest uniquely among younger generations, tying disillusionment to a lack of hope and a sense of helplessness, while polarization reflects the growing ideological divides within societies.

Major Trends in Youth Disillusionment and Polarization

1. The Rise of Apathy and Despair Among Youth:

- Martijn highlighted an alarming increase in feelings of hopelessness among Gen Z, particularly young women who, according to the data, are increasingly pessimistic about societal progress and personal prospects. He attributed these sentiments to various global crises, including economic instability, the climate crisis, and social inequality.

- In contrast, young men are exhibiting higher degrees of radicalization and alignment with conservative ideologies. He noted that this shift may stem from a perceived erosion of traditional structures and disillusionment with mainstream media narratives, leading to an affinity for more extreme viewpoints.

2. Ideological Shifts and the Impact of Right-Wing Populism:

- Right-wing populism is making significant inroads with youth, especially among men. Martijn provided examples from countries experiencing a surge in right-wing youth movements, such as the U.S., the U.K., and certain European nations, linking this trend to nationalist rhetoric that appeals to those who feel disenchanting with globalization and traditional political institutions.
- He explained that these movements often appeal to a sense of “lost heritage” and exploit young people’s frustrations about their economic futures, suggesting that nonprofits need to understand this shift if they wish to engage this demographic effectively.

3. Generational Values and the Influence of Social Media:

- Martijn underscored that Gen Z’s values are deeply influenced by digital media, which can both connect and divide. Social media’s role in accelerating polarization was highlighted, particularly platforms where misinformation thrives and youth are exposed to echo chambers that reinforce extreme views.
- The data indicated that while Gen Z is highly engaged online, this engagement often leads to frustration, as the constant influx of crisis-driven content contributes to a sense of “doomscrolling” and despair about the future. Martijn recommended that organizations focus on balanced messaging that acknowledges challenges but also offers hope and actionable solutions.

Cultural Insights: The Divergence of East and West

- Martijn’s research identified significant cultural divides within Gen Z on a global scale. For instance, youth in Western countries showed higher degrees of disillusionment tied to individualism and the perceived loss of traditional values. In contrast, young people in parts of Asia and the Global South are often more community-oriented and maintain higher optimism, despite facing similar global crises.
- He pointed to this as an opportunity for nonprofits to **leverage local values** when crafting messages that resonate with youth in different cultural contexts, avoiding a “one-size-fits-all” approach to engagement.

Strategies for Engaging Youth Amidst Polarization

Martijn offered actionable strategies for nonprofits to engage youth more effectively, given the complexities of these trends:



1. Focus on Empathy-Driven Narratives:

- He recommended that organizations develop campaigns that **acknowledge youth anxieties** and avoid overly idealistic messaging. Empathy-driven narratives, he argued, are more likely to resonate with youth who feel that their fears and frustrations are dismissed by mainstream discourse.
- Martijn highlighted the effectiveness of campaigns that incorporate real-life stories and struggles, which can bridge divides and foster solidarity.

2. Building Hope through Action-Oriented Messaging:

- Martijn emphasized that while young people are deeply concerned about global issues, they crave tangible actions they can take. He urged organizations to frame climate action and social change in ways that are **achievable and concrete**, rather than presenting overwhelming global crises.
- He suggested focusing on **community-based, small-scale initiatives** that youth can participate in directly, helping them see their impact firsthand and reducing feelings of helplessness.

3. Utilizing Data to Inform Campaign Strategies:

- Martijn shared the importance of data-driven insights for creating targeted campaigns. He demonstrated a live example using the Glocalities tool to show how data can reveal specific concerns of young people globally, such as climate anxiety, economic insecurity, and social justice issues.
- He encouraged nonprofits to invest in understanding the **psychographic profiles** of youth segments they aim to reach, tailoring messaging to specific values and beliefs rather than broad demographics alone.

4. Breaking the Echo Chambers:

- To counter the polarization exacerbated by social media, Martijn suggested creating content that **bridges ideological divides** and speaks to universal values, such as justice, equality, and a shared future. He proposed that organizations promote dialogue-based content and storytelling that challenges young people to see beyond their “bubbles.” He also highlighted the importance of avoiding antagonistic language and instead framing messages around common goals.

5. Promoting Resilience and Agency:

- Martijn argued that fostering resilience is essential in combating disillusionment. By empowering youth to take ownership of change, nonprofits can shift them from being passive consumers of content to active participants in societal progress.
- He cited examples of campaigns that frame young people as “agents of change” rather than victims, which, according to the data, helps reinforce positive self-perception and reduce apathy.

,Q&A Session with Martijn Lampert

1. Engaging Conservative Youth without Alienating Them:

Martijn stressed the need for **empathetic messaging** that resonates with conservative youth's concerns, such as stability, heritage, and economic security. He noted that many conservative young people feel overlooked or misunderstood, which makes them susceptible to more radical ideologies. To counter this, he recommended **highlighting the tangible benefits of nonprofit initiatives** in ways that address these values, like emphasizing how environmental conservation or social equity can contribute to long-term stability and community cohesion.

2. Combating Misinformation in the Digital Age:

Martijn pointed out that misinformation thrives in digital echo chambers, where algorithm-driven platforms often reinforce biases. To combat this, he suggested nonprofits focus on **value-based storytelling** that provides clear, fact-based alternatives to divisive narratives. Martijn also recommended fostering **digital literacy among youth**, teaching them how to critically assess information sources. For organizations, he suggested creating **interactive content** that educates in an engaging way, helping young audiences recognize and resist misinformation.

3. Supporting Youth Resilience amidst Anxiety and Despair:

Martijn emphasized that nonprofits can play a significant role in nurturing resilience by framing youth as **empowered agents of change** rather than passive victims. He recommended focusing on **action-oriented messages** that celebrate small wins and achievable steps, providing young people with a sense of agency and progress. He also suggested creating spaces for youth to **connect and collaborate on solutions**, which can counter feelings of isolation and foster a sense of belonging within a supportive community. and optimism. ous involvement, which can evolve as young people grow and their interests shift.

4. Strategies for Leveraging Data to Improve Youth Engagement:

Martijn reiterated the value of psychographic profiling in understanding youth motivations, aspirations, and anxieties. He advised nonprofits to invest in tools that segment audiences based on values rather than age alone. Martijn also suggested regularly updating and refining audience profiles as societal trends shift, ensuring that organizations stay attuned to youth's evolving concerns and aspirations. He highlighted how understanding these profiles enables organizations to create tailored, relevant content that resonates with specific youth subgroups.

Summit 4 Outcomes, Actions & Next Steps

Martijn's keynote offered a framework for tackling youth disillusionment and polarization through data-informed, empathy-driven, and culturally sensitive approaches. His insights underscored the importance of nuanced engagement strategies that resonate with the diverse motivations, frustrations, and aspirations of Gen Z.

Martijn's Final Takeaways for Leaders

- **Recognize the Complexity of Youth Sentiments:** Martijn emphasized that the nonprofit sector must acknowledge and address the diversity of views within Gen Z. By understanding these differences, organizations can build campaigns that are inclusive and foster unity across ideological divides.
- **Invest in Long-Term Engagement:** He encouraged leaders to consider how their initiatives could cultivate sustained engagement with youth, rather than one-time interactions. By investing in programs that grow alongside young people, nonprofits can build relationships that evolve as new challenges arise.
- **Balance Urgency with Positivity:** Lastly, Martijn advised that while urgency in addressing global issues is critical, the messaging should remain hopeful and constructive. Campaigns that over-emphasize crises without clear paths forward risk deepening disillusionment.

Sharing of Insights from Breakout Groups

Following breakout discussions across Action Labs, each group provided insights:

Innovation Labs:

- Focused on using AI to combat youth disillusionment by creating adaptive, responsive content for social media that counters polarizing narratives. Participants proposed the use of youth-focused personas and values mapping to refine messaging, along with leveraging AI-driven platforms to counter misinformation and highlight positive influencers.

Strategy & People Management Labs

- Explored strategic shifts to better align with younger generations, advocating for workplace cultures that emphasize inclusivity, transparency, and purpose. They

recommended empowering youth through clear roles, meaningful involvement in decision-making, and real opportunities for career progression.

Shift the Power Lab:

- Focused on enabling young voices within organizational structures to foster a sense of ownership and belief in systemic change. Ideas included creating platforms for youth-led advocacy and providing mentorship to young changemakers. Emphasis was placed on showing how power shifts within the sector can inspire hope for structural change.

Climate Action Lab:

- Addressed how climate narratives can combat youth disillusionment, particularly climate anxiety. They discussed hope-based storytelling, involving young activists in campaigns, and emphasizing feasible, tangible actions to combat climate change. Participants also acknowledged the role of education in empowering young people to combat misinformation and climate denial.

Closing Remarks and Next Steps by Martijn & Willeke

In the closing segment, Martijn summarized key insights, reiterating the importance of creating hope-centered narratives. Willeke thanked participants and highlighted the next steps: the Resource Alliance team would compile insights from the Summit today into the initial "Youth Rising Framework," to be further refined in subsequent Action Labs.

This framework aims to establish a collective sector approach for engaging younger generations and combating disillusionment. Participants were encouraged to continue collaborative discussions throughout the IFC 2024 conference and integrate these learnings into their own organizational strategies.

Summit 4 Visuals



Youth Rising Framework: Combatting Rising Disillusionment and Polarization Among Gen Z

The **Youth Rising Framework** provides actionable guidance for the social impact sector to address global trends of disillusionment and polarization among younger generations. Rooted in comprehensive research from Glocalities and the collective insights of 100+ sector leaders in the 2024 Resource Alliance Leadership Programme, this framework is organized around five key pillars. It serves as a robust foundation for empowering young people, rekindling their sense of purpose, and strengthening the global movement for social and environmental justice.

Young people under 30 will soon represent half of the world's population, with the majority living in the Global South. They are central to building a more equitable and sustainable future, yet face profound challenges—rising despair, alienation, and polarization, alongside systemic crises like climate change, economic inequality, and human rights violations.

Engaging with young people authentically is not just an opportunity; it's an urgent necessity. To succeed, we must step out of our own bubbles, address blind spots, and truly understand their values, concerns, and realities. Trust must be built through transparent actions and empowering narratives that meet them where they are.

The **Youth Rising Framework** offers a roadmap for this transformative journey. It equips organizations with the tools to reimagine youth engagement, counter disillusionment, foster collaboration, create genuine connection, and inspire a generation of changemakers. Now is the time to rise—and to help young people rise with us.

Pillar 1: Empathy-Driven & Action-Orientated Narratives

Objective: Develop authentic, empowering narratives that resonate with young people's lived experiences, validate their concerns, and offer actionable solutions to inspire hope and drive meaningful change.

1. Acknowledge and Reflect Realities & Anxieties

- Develop campaigns that correlate with young people's current lived experiences.
- Address head-on challenges that are major concerns for this demographic, like climate anxiety, economic uncertainty, and mental health struggles.

2. Empower Through Actionable Solutions

- Break down complex issues into clear, tangible actions that individuals and communities can take, emphasizing the power of collective impact.
- Highlight achievable goals and provide accessible resources to support meaningful engagement and direct calls to action in areas like climate, social justice, and digital literacy.

3. Frame Youth as Leaders of Change

- Showcase young leaders and grassroots movements driving solutions, particularly from marginalized communities.
- Shift the narrative from crisis to empowerment, emphasizing agency and resilience.

4. Foster Empathy and Shared Humanity

- Build campaigns and content that bridge divides by focusing on shared human values like justice, equality, and hope.
- Encourage storytelling and dialogue that promote understanding across cultural, generational, and ideological lines.
- Showcase diverse youth voices, representing their communities authentically. Highlight personal stories and grassroots examples to foster solidarity.

Pillar 2: Data-Driven, Psychographic Insights

Objective: Use data to inform campaign strategies, ensuring messages resonate with specific youth values and beliefs.

1. Conduct Psychographic Analysis for Targeted Campaigns

- Invest in data-driven insights, focusing on values, concerns, and motivations specific to Gen Z segments.
- Tailor content to resonate with diverse psychographic profiles, including Gen Z's distinct values around climate action, social justice, and privacy.
- Use tools like Glocalities to understand the different anxieties & motivations of youth globally, adjusting campaign messaging to address these.

2. Monitor and Adjust Based on Youth Sentiment

- Regularly analyze campaign effectiveness through feedback loops and youth sentiment data. Use this information to adapt messages in real-time, ensuring campaigns stay relevant and impactful.
- Segment audiences not just by age but also by psychographic traits (e.g., "Socializers," "Challengers," "Creatives") to make campaigns relatable across diverse audiences.

3. Analyze Polarization Trends:

- Monitor social media trends to understand the specific issues polarizing young audiences. By identifying these patterns, organizations can develop content that bridges divides and reinforces common ground.

4. Collaborate with Young People to Interpret Data

- Involve Gen Z leaders in interpreting data insights and developing campaign content. Their input will ensure that messaging aligns with what resonates with their peers and avoid unintended misrepresentations or alienation.

Pillar 3: Create Trust and Transparency in Emerging AI Technologies

Objective: The emerging AI-driven ecosystem creates great concern in terms of creating more misinformation and polarisation, but we can foster trust with young people through transparent, privacy-respecting, and authentic engagement and utilisation of AI tools.

1. Disclose AI and Data Usage Transparently

- Given Gen Z's heightened awareness of privacy, organizations should be explicit about how AI and data are used in their operations.
- Make data use policies accessible, clear, and aligned with ethical standards.

- Ensure that campaign content involving AI (e.g., chatbots, data analytics) respects privacy and offers opt-in choices.

2. Promote Digital Literacy and Critical Thinking

- Support young people in becoming more media literate, enabling them to critically analyze news and media content. Develop educational materials on recognizing misinformation and promote responsible social media usage.
- Partner with local schools, universities, and community organizations to embed these educational tools into their curriculum, making media literacy a foundational part of education.
- Encourage critical thinking workshops or online tools that help participants question and verify information, especially in areas like climate change and social justice.

3. Lead by Example on Ethical AI Practices

- Form alliances with AI companies that prioritize ethics, creating joint initiatives that focus on truth and accountability and assist young people in accessing accurate, fact-checked information.
- Publicize these partnerships to reassure audiences of the social impact sector's commitment to transparency and trust.

4. AI for Content Moderation and Fact-Checking

- Utilise pre-existing or build new AI tools that identify and moderate divisive content, reducing the spread of harmful misinformation, and supporting critical thinking by presenting varied perspectives.

Pillar 4: Community-Led Campaigns for Collective Empowerment

Objective: Facilitate campaigns that go beyond individual actions to promote collective youth engagement and systemic change.

1. Involve Youth in Campaign Development and Decision-Making

- Ensure young people are actively engaged in campaign planning and execution, treating them as co-creators rather than passive recipients.
- Invite Gen Z representatives to be part of strategic discussions, campaign design, and feedback sessions.
- Utilize participatory governance models where young people can directly influence decision-making.

2. Create Toolkits and Resources for Localized Action

- Provide toolkits that highlight successful, community-driven projects focused on climate justice, social equality, and activism. This supports replication of effective approaches.
- Offer examples of positive grassroots initiatives (e.g., climate adaptation projects, social advocacy in underserved areas) that can be adopted and adapted to their own communities.

3. Build Long-Term Engagement Programs for Sustained Impact

- Focus on cultivating long-term relationships rather than one-off engagements.
- Develop programs that allow younger people to grow within your organization, fostering continued involvement and ownership over time.
- Align with local climate justice movements, youth-led initiatives, and social justice campaigns that provide ongoing opportunities to contribute.

Pillar 5: Empower Young People as Change Agents and Active Contributors

Objective: Identify and equip young people with the skills, platforms, and tools to lead impactful change, counter misinformation, and foster dialogue that bridges divides.

1. Engaging Youth as Content Creators:

- Identify positive Gen Z influencers and role models linked to your cause area.
- Engage and upskill them to spread messages countering relevant trends in disillusionment and polarisation.
- This content, created by youth for youth, fosters a culture of trust and truth.

2. Youth-Led Misinformation Initiatives:

- Create programs where young people lead efforts to identify and debunk misinformation in their communities.
- Equip them with fact-checking tools and training to reduce the spread of misinformation at the grassroots level.
- Promote the active seeking of multiple viewpoints to reduce the power of misinformation.

3. Dialogue Platforms Across Divides:

- Facilitate online and in-person forums where young people from diverse backgrounds can discuss pressing issues. Structured spaces for open dialogue reduce polarization and encourage understanding.
- Use storytelling and moderated discussions to challenge insular thinking. Promoting exposure to diverse perspectives can help reduce the isolation and misinformed beliefs that arise from echo chambers.

4. Provide Resources and Tools for Youth Engagement

- Use digital platforms to provide tools and information needed to engage effectively in civic and social activities.
- Offer resources such as fact-checking guides, mental health support apps, and community engagement tools to support meaningful participation.

Conclusion

The Youth Rising Framework empowers the social impact sector to address the roots of youth disillusionment and polarization through empathy-driven, action-oriented, and collaborative strategies. By engaging young people authentically and transparently, providing meaningful avenues for participation, and supporting community-driven actions, we can re-build trust and inspire hope. This framework is a call to action, urging leaders to bridge generational divides and harness the latent collective energy to foster a more resilient, inclusive, and optimistic future.

Next Steps for Implementation:

1. Disseminate the framework across social impact sector networks, inviting leaders to share feedback and adapt the framework to their specific contexts.
2. Create partnerships with AI and tech companies to support ethical campaigns focused on youth engagement.
3. Develop resources, toolkits, and training for the social impact sector to implement the framework's strategies effectively, ensuring practical steps are made toward combating youth disillusionment and polarization.

Conclusion & Next Steps

The Leadership Summits of the Resource Alliance Leadership Programme 2024 brought together diverse perspectives and insights to address the most pressing challenges facing the social impact sector right now. Across four meetings, over 100 leaders explored themes ranging from decolonization and Indigenous wisdom to collective action and youth engagement. Each Summit fostered collaboration and equipped leaders with actionable strategies and takeaways.

The Summits highlighted the power of collective learning and action, with keynote speakers such as Amitabh Behar, Michelle Schenandoah, Tasneem Essop, and Martijn Lampert challenging participants to rethink leadership, address systemic inequalities, and foster unity in a polarized world. Their messages reinforced the need for courageous, values-driven decision-making, long-term thinking, and authentic engagement.

The groupwork in Summit 4 formed the foundation of the “Youth Rising Framework”. This framework will now be disseminated to the wider social impact community to equip organizations with strategies to authentically engage Gen Z, counter misinformation, and empower new supporters to their cause. Another key next step comes from Summit 2 as the Resource Alliance will deliver a longer-form public session in 2025, exploring the Nature on the Board movement in more detail, and how it can be more widely implemented on non-profit Boards.

These are two examples of next steps specifically driven by the Resource Alliance – the impact and next steps to be taken by individual participants on the programme are countless. By equipping leaders with actionable strategies and fostering a culture of collaboration, the Leadership Summits have laid a strong foundation for transformational change in our sector.

Overall, the Summits highlighted the critical need for bold leadership that prioritizes equity and collaboration. Participants were challenged to embrace systemic change, strengthen partnerships, and apply the insights gained within their own organizations. As the 2024 Leadership Programme concludes, the ideas and frameworks developed stand as a call to action for leaders to continue the momentum, fostering a sector that is more inclusive, sustainable, and ready to address the challenges and complexities of an ever-changing world.

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