



# AWARD TRAINING



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## WHY AWARD TRAINING?

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// *AWARD's training courses reflect our commitment to unlocking the potential of scientific innovation for agriculture-driven inclusive growth and prosperity. Our courses empower researchers and managers, while strengthening institutions to pursue cutting edge agricultural research.* //

Wanjiru Kamau-Rutenberg, AWARD Director

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## About AWARD

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African Women in Agricultural Research and Development (AWARD) is working towards more inclusive, agriculture-driven prosperity for Africa. AWARD invests in African women scientists, research institutions, and the agribusiness sector by supporting the development and scaling up of those agricultural innovations with the potential to bridge the gender gap in African agriculture.

While most of our work is focussed on women scientists from across the continent, AWARD's training programme is also global in scope, attracting participants from non-African countries and from CGIAR centres and other international agricultural research and development institutions.

AWARD was established in 2008, and has become the global centre of excellence and expertise on issues pertaining to gender in agricultural research.

Four initiatives now form the core of AWARD's work:

- [Gender in Agribusiness Investments for Africa \(GAIA\)](#) supports AgTech innovators whose agribusinesses address the needs and priorities of a diversity of both men and women across the entire agricultural value chain.
- [AWARD Training](#) works to build the capacity of the agricultural research workforce, in Africa and elsewhere, and includes training courses focused on enhancing the mentoring, leadership, scientific writing, and gender responsiveness skills of agricultural researchers and leaders.

The World Agroforestry Centre, a member of the CGIAR with its headquarters on United Nations Avenue in Nairobi, Kenya, hosts the AWARD Programme.

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## COURSE DESCRIPTIONS

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Available to participants from all over the world, AWARD training courses cover a broad base of knowledge and skills designed to leave participants enlightened, empowered and inspired - to enable them to make significant positive impacts on their careers and on the institutions for which they work. The courses fall into four general categories: mentoring, leadership, science skills, and gender responsiveness.

## MENTORING

Mentoring is an important pathway to career development that is, unfortunately, not readily available to many scientists and other agricultural research professionals. AWARD's approach to mentoring is structured and rigorous to ensure that institutions benefit from unlocking the wisdom of more experienced team members for the development of the next generation of agricultural research professionals.

### Mentoring Orientation Workshop

This five-day workshop is designed to help mentees and their mentors establish productive working relationships centred on the mentee attaining specific and measureable career goals. The mentees and mentors, who are typically colleagues from the same institution but at different career levels, work closely together over the course of a year in pursuit of the mentee's goals.

The workshop introduces fundamental principles of formal mentorship to both mentors and mentees, which enables them to start building crucial professional relationships. As mentees grow more confident about their work and career paths, institutions can count on growing visibility for their emerging researchers, as well as succession planning for institutional sustainability.

### Course Objectives

By the end of the course, participants will be able to:

- Clarify roles and expectations of both mentors and mentees;
- Establish solid working relationships

- for mentors and mentees;
- Create a supportive and collaborative network among mentors and mentees; and
- Identify measureable career goals for mentees and a plan for the mentor's support.

## THE LEADERSHIP SERIES

To enhance their sustainability, agricultural research institutions need to be proactive and deliberate in preparing entry, middle and senior-level professionals for roles of increasing responsibility.

AWARD offers four distinct but complementary leadership courses designed to improve the performance and empower professionals across their institutions.

### Leadership for Agricultural Research and Development

This course is intended for both male and female middle- to senior-level managers in agricultural research organisations. The course strives to reconnect the visions of agricultural research institutions to their policies through a leadership curriculum that is based on such values as inclusiveness, transparency, integrity and efficiency.

The five-and-a-half-day course has four unique characteristics:

- A focus on gender responsiveness;
- It is rooted in each participant's cultural context and values;
- It is grounded in real-life



- experiences and challenges;
- The course embraces best practices in global leadership.

### Course Objectives

By the end of this course, participants will be able to:

- Identify personal and other leadership styles and know how to apply them strategically;
- Identify their own personality preferences, particularly as they pertain to emotional intelligence, including increased self-awareness and understanding of how they are perceived by others;
- Strengthen their ability to lead diverse groups; and
- Improve their ability to engage in and contribute to challenging professional conversations and negotiations.

### Leadership Skills for Career Development

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This five-day course targets emerging male and female scientists and administrators with entry-level responsibilities. It focuses on building their leadership capacity within their organisational settings and results in a strong and loyal workforce that can grow from “within” when new (or vacant) positions become available.

Participants learn how to navigate organisational gender issues, leverage team talents, manage conflicts, and appropriately use their influence.

### Course objectives

By the end of this course, participants will demonstrate:

- Strengthened self-esteem, assertiveness, and confidence;

- Increased ability to actively listen and conduct feedback sessions;
- Improved negotiation skills; and
- Stronger presentational skills.

## Women's Leadership and Management

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As more women take up senior positions in agricultural research institutions, there is need to help them make an impact as soon as possible. This seven-day course is designed to specifically address the challenges and opportunities faced by senior women in agricultural research. It strengthens their leadership and managerial effectiveness by building skills for teamwork, conflict management, creating alliances, and leveraging diversity for good research and business results.

Institutions are then able to create pools of qualified, capable internal candidates for promotion and address gender imbalances that may prevail at upper levels. This training also helps to build a rich network of women professionals in agricultural research who can benefit from better information exchange and professional support.

One special feature of this course is that it incorporates a 360-degree review of participants' current management and leadership skills. It also provides insights into broader gender issues that women encounter in the workplace.

### Course Objectives

At the end of this course, participants will be able to:

- Use information gained from skill and style inventories to strengthen their leadership and managerial effectiveness;
- Practice essential communications skills, i.e. feedback and facilitation to enhance their leadership effectiveness;
- Build and sustain effective team performance; and
- Constructively manage interpersonal conflicts.

## Enhancing Negotiation Skills for Women

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This four-day course equips women in supervisory positions, including board members, with the ability to negotiate for their teams, organisations, and themselves. Effective negotiators work for the promotion of their institutional interests as they build collaborative relationships with different stakeholders, manage change and come across conflict situations.

This course is ideal for women who work for national, regional and international organisations as it opens them up to better understand hidden contexts, barriers and opportunities.

### Course objectives

By the end of the course, participants will be able to:

- Recognise the fundamentals of different negotiation models;
- Understand the multiple ways gender plays out in shadow negotiations;
- Assess their own bargaining strengths and weaknesses; and
- Use proven strategies to position themselves as effective negotiators



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## SCIENCE SKILLS SERIES

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Many scientists lack needed skills, which while often not taught comprehensively at university level, are a requirement for professional success.

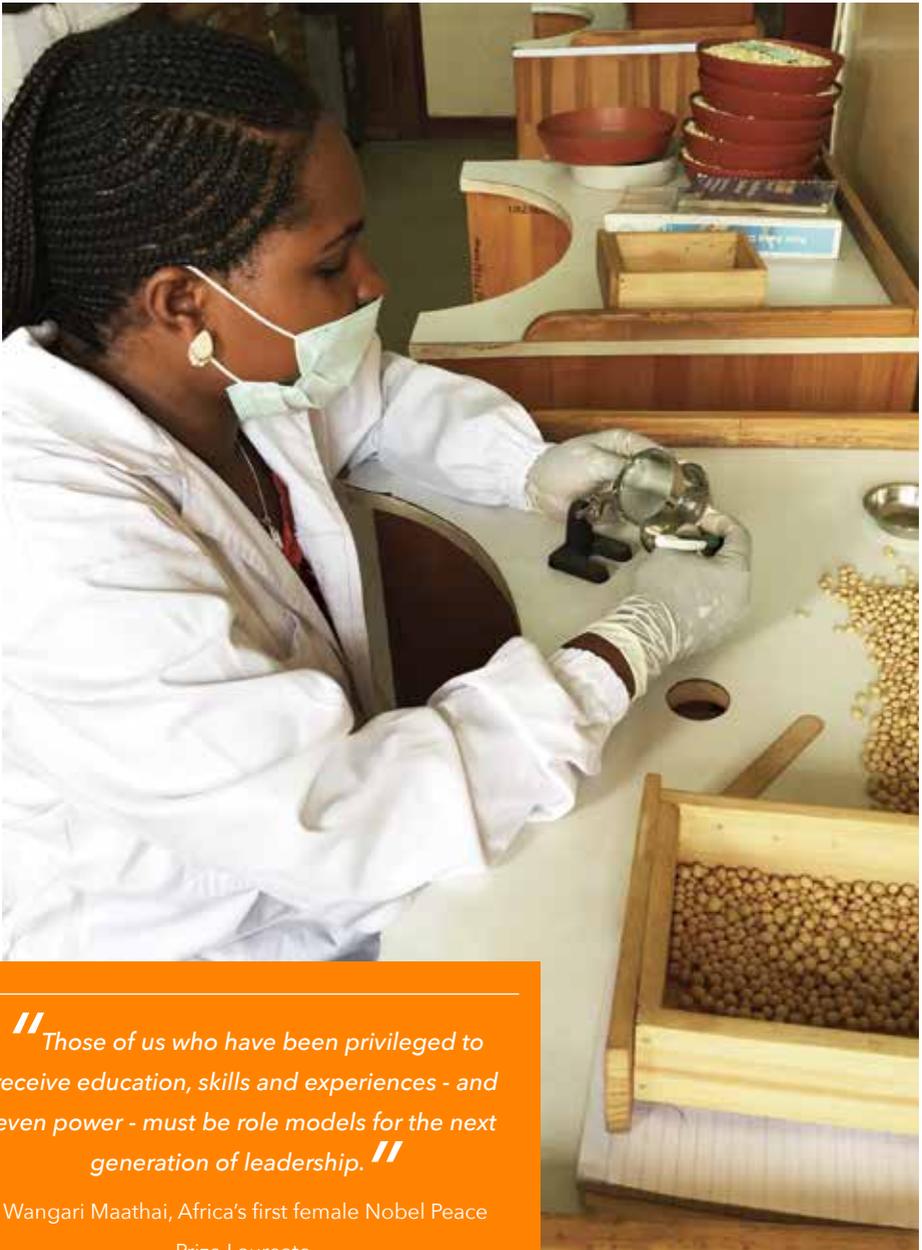
### Science Skills

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AWARD's six-day Science Skills course covers a general introduction to research methodology, research ethics, and gender issues in agricultural research. It includes communication and presentation skills, social competence,

and personal branding. Presenting their work at conferences increases scientists' visibility while enabling them to expand and exploit new and existing networks, building their confidence to "sell" their research ideas to peers and funding agencies. The course also is designed to build participants' capacity to effectively explore and use electronic libraries and reference management software.

Participants also learn aspects of linking research to policy by "translating" research evidence that may inform agricultural policy development.



*“Those of us who have been privileged to receive education, skills and experiences - and even power - must be role models for the next generation of leadership.”*

Wangari Maathai, Africa's first female Nobel Peace Prize Laureate.

An important part of the course that participants appreciate is basic skills in gender-responsive research and gender-disaggregated data collection and analysis. The course also covers different forms of science writing for various audiences, including proposal writing to attract grants to conduct research.

The course is hands-on, involving fieldwork and using participants' actual draft manuscripts and proposals

### **Course objectives**

By the end of the course participants will be able to:

- Identify different forms of scientific writing, including policy briefs;
- Display competence through hands-on use of electronic libraries;
- Display basic skills in gender-responsive research and gender-disaggregated data collection and analysis;
- Evince confidence in diverse environments, and improve presentation and personal branding skills;
- Show increased understanding of research ethics; and
- Identify and align the elements of their research that are important for creating an appealing pitch to donors and collaborators.

### **Research Proposal Writing Session**

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Participants learn the basic skills required for effective research proposal writing. This includes the steps that should be followed in developing a research proposal from a concept note, and writing with clarity and purpose.

Participants are required to provide in advance the idea, problem, objectives, methodology, and justification why their concept note should be funded, and are encouraged to bring a draft proposal they are working on to refine during the hands-on training.

### **Course objectives**

By the end of the session on Research Proposal Writing, participants will have:

- Developed a successful concept note that includes the central research problem, objectives and methodology, results framework, and budget; and
- Gained skills to turn their concept note into a full proposal following donor guidelines.

### **Course objectives**

By the end of the session, participants will have:

- Developed a successful concept note including the central research problem, objectives and methodology, results framework and budget;
- Gained skills to turn the concept note into a full proposal, following donor guidelines.

### **Science Writing Session**

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Participants gain the skills and tools required to write and edit science papers, and to "translate" research evidence into language that can inform agricultural policy development. The session addresses the importance of publishing research findings to attract funding, and the relevance of establishing a personal scientific track record.

Participants are required to provide in advance a draft paper they are working on for use during the hands-on training.

### **Course objectives**

By the end of the Science Writing session, participants will have:

- Acquired skills in clear communication for science writing that targets specific audiences;
- Strengthened their critical thinking and analytical capacity when writing papers for peer review; and
- Improved their ability to prepare posters and presentations for various audiences.

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## **GENDER INTEGRATION IN AGRICULTURAL RESEARCH SERIES**

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AWARD envisions an agricultural research landscape that is gender responsive, with organisations, policies, technologies, and programmes that include and respond to the voices of both women and men.

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### **Gender Training for Senior Managers and Leadership**

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AWARD offers a half-day course that is ideal for busy senior leadership staff. It is important for leaders and decision makers in agricultural research institutions to understand the payoffs of gender-responsiveness and to allocate resources accordingly. This course introduces key concepts of gender responsiveness, delving not only into the “what” and “why”, but also the “how”.

### **Course objectives**

By the end of this course, participants will:

- Have a common understanding of gender concepts as they pertain to agricultural research;
- Understand the implications of gender responsiveness in agricultural research institutions;
- Appreciate the relevance of including gender considerations in planning and implementing agricultural research; and
- Know how to identify and respond to gender issues, including at the personnel level, as they arise

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### **Engendering Agricultural Research for Development**

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This three-and-a-half-day training course is focussed on enabling researchers to understand, recognise and take advantage of gender concepts in every aspect of their work.

Participants learn the relevance of gender roles and dynamics in research in order to get the best possible results. They also gain knowledge and skills in the different tools and approaches required for effective gender-responsive research.

### **Course objectives**

At the end of the course, participants will be able to:

- Articulate and work with the different gender concepts;
- Select and use appropriate tools for gender-responsive research;
- Make informed decisions on which approaches to include in their research; and
- Effectively incorporate gender issues in their research efforts and generate publications.




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## AWARD TRAINERS

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The agricultural research sector presents unique and dynamic capacity building needs that call for trainers with a diverse menu of competencies and knowledge. However, for far too long the supply of trainers available to meet this need has remained inadequate.

To close this gap, over the last five years, AWARD has invested heavily in building a

pool of highly qualified trainers equipped with the skills and tools needed to deliver AWARD courses at global standards.

Today, AWARD has trainers (some of whom are multi-lingual) from nine African countries available to deliver our courses globally. Not only are AWARD's trainers highly skilled in facilitating learning, they are also very knowledgeable about the agricultural sector, as well as issues of gender and diversity in agricultural research.

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*“There is need to increase the supply of quality agricultural researchers and leaders, and to nourish a supportive environment for gender-responsive agricultural research. AWARD offers capacity-building programmes for researchers and management teams, with a view to building capacity to drive change from the ‘inside’.”*

Pauline Bomett, Senior Manager, AWARD Leadership and Training

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African Women in Agricultural Research and Development (AWARD) seeks to catalyse transformative change in African agricultural research institutions and scientists by enabling them to conduct more inclusive and gender responsive agricultural research for development.

Defining gender responsive agricultural research as research that addresses the needs and priorities of a diversity of both men and women across the entire agricultural value chain, AWARD is located at the complex yet critically important nexus of agricultural research, capacity building and gender transformation.

For more information, visit [www.awardfellowships.org](http://www.awardfellowships.org)



**For more information contact:**

**Pauline Bomett**  
**Senior Manager, Leadership and Training**  
[awardtraining@cgiar.org](mailto:awardtraining@cgiar.org)

**Hosted by the World Agroforestry Centre**  
**United Nations Avenue, Gigiri**  
**P.O. Box 30677-00100**  
**Nairobi, Kenya**

**+254 (0) 20 722 4141**

**EMAIL [awardqueries@cgiar.org](mailto:awardqueries@cgiar.org)**  
**[www.awardfellowships.org](http://www.awardfellowships.org)**