



MENTORING PROGRAM



SCIENCE SKILLS
SERIES



GENDER IN AGRICULTURAL
RESEARCH SERIES



LEADERSHIP SERIES

AWARD Training
Customized Learning Experiences

AWARD Learning Experiences

African Women in Agricultural Research and Development (AWARD) works toward inclusive, agriculture-driven prosperity for the African continent by strengthening the production and dissemination of more gender-responsive agricultural research and innovation.

AWARD invests in African scientists, research institutions and agribusinesses, so that they can deliver agricultural innovations that better respond to the needs and priorities of a diversity of women and men across Africa's agricultural value chains.

AWARD Training Programs are global in scope, attracting participants from regional and international agricultural research for development (AR4D) institutions. AWARD Training has built a strong cadre of trainers with excellent facilitation and presentation skills and extensive experience in Africa and globally. The Training Programs are designed to build strong, gender-responsive capacities in AR4D institutions on the continent and beyond.

Our Vision

A gender-responsive agricultural innovation system working toward agriculture-driven prosperity for Africa.

Our Mission

To design and deliver customized transformative programs that will build strong gender-responsive capacity in ARD institutions.

Mentoring Program

Preparing Young Professionals for success in their careers: Mentoring Programs for Institutional Sustainability and Continuity

Young talented professionals often receive little or no support to guide their career progression. Some become discouraged and finally give up the pursuit of a satisfactory, meaningful and impactful career. Evidence has established that “mentoring remains an essential component of effective knowledge transfer, well-planned career development and professional networking”. It also serves as a key succession-planning tool aimed at ensuring that the organization has the right kind and number of diverse leaders to achieve its mission.

AWARD offers a unique growth opportunity for professionals in agricultural research for development (AR4D) and other institutions through mentoring.

The one-year AWARD Mentoring Program pairs each professional with a senior mentor who shares their experiences, knowledge and networks, and supports the mentee’s growth. AWARD has designed an orientation workshop at the beginning of the mentoring program to support mentees and mentors in establishing productive working relationships.

Workshop objectives

The orientation workshop is designed to:

- Support and guide young professionals in the development of their careers
- Clarify mentees’ and mentors’ roles and expectations in the mentoring relationship
- Provide tips to cultivate, nurture and manage successful and effective networks

Eligible participants

This program targets:

- Institutions that envision harnessing their talent pool for organizational growth and succession planning.
- Ambitious, visionary and result-oriented young professionals from AR4D and other organizations who want help to advance their careers.

Equipping Emerging Leaders

Developing Leaders Today for Tomorrow's Success

Where is your leadership taking you? Do you have the desire, intent and courage to lead your team to success? This program is for you!

Effective **leadership** is essential to achieve organizational goals. Today's leader must inspire, guide, coach and motivate their people.

What makes this course unique?

This course is specifically designed for emerging leaders in today's dynamic workplace, whether in the AR4D or corporate landscape. AWARD recognizes that leadership and management in science-based organizations is as important as in the corporate world. This course equips participants with skills to manage themselves and to lead teams effectively. It is designed to help them assess their strengths and blind spots for personal mastery. Participants will gain valuable insight into leadership communication, conflict management, team building, negotiation skills and decision-making. This course also aims to strengthen participants to effectively communicate their ideas, enhance their personal and corporate image, thus increasing their visibility and influence in their organizations.

Course objectives

This course is designed to equip participants to lead more effectively through:

- strengthened self-esteem and confidence in improved assertiveness and negotiation skills
- enhanced time management skills for efficiency and impact
- improved decision-making techniques
- increased appreciation for the roles that gender and diversity play in leadership
- enhanced teamwork
- proactive conflict management
- improved communication and interpersonal skills

Eligible participants

The course targets emerging scientists and administrators in AR4D.



"I can express my views and contribute during meetings around the workplace and beyond."

"The course helped me diagnose my leadership style and what it means to be an effective leader. It was excellent!"

"I learned how to use my gender and culture as an added advantage in leadership."

Leadership Program for Agricultural Research and Development (LEPARD)

Beyond Technical Excellence for Successful Leadership

Agricultural research for development (AR4D) organizations across the world are working in a complex and dynamic environment. This requires a different understanding of leadership and various leadership behaviours.

In many AR4D institutions, leaders are usually chosen based on their technical abilities and they often lack the skills needed to steer an organization to success.

The LEPARD Program equips leaders to influence organizations and keep them relevant in the ever-changing AR4D environment.

Course objectives

Participants will acquire tools and skills for effective leadership through:

- a heightened sense of awareness of self and others
- a deeper understanding of the key competences of emotional intelligence and leadership styles
- practical exposure on how to manage challenging conversations
- enhanced understanding of diversity and ability to work productively with its various forms
- an ability to lead and manage change

Eligible participants

This course targets scientists, and managers with supervisory and higher-level responsibilities who work for national, regional and international organizations.

Course Duration: 5 days

Women's Leadership and Management Course



Composed of women participants and trainers, this course provides a safe environment that fosters candid conversations about specific leadership challenges that women face and encourages participants to explore responses that are sensitive to gender and diversity

Any organization that desires growth and sustainability cannot afford to ignore leadership development. As institutions gain momentum, they must intentionally prepare entry, middle and senior level professionals for roles that could have an impact on the choices and decisions made by entire regions. Institutions would then be able to create pools of qualified and capable internal candidates for promotion, while addressing any gender imbalances at the senior level.

The leadership space can be challenging and lonely, especially for women. As more women take up senior positions, they need support to thrive and to start making an impact in their organizations. This course is designed to specifically address the challenges and opportunities that senior women face in their leadership roles. It aims to reinforce their leadership and managerial effectiveness by building skills for teamwork, conflict management, creating alliances, and leveraging diversity for good research and business results.

This learning experience also helps build a rich network of women professionals 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 insight into broader gender issues that women might encounter in the workplace.

Course objectives

This course equips women to:

- apply information gained from skill and style inventories to strengthen their leadership and managerial effectiveness
- practice essential communication skills
- build and sustain effective team performance
- constructively manage interpersonal conflicts
- develop strategies to influence and build alliances for gender-responsive policies and practices

Eligible participants

This course targets women in upper middle and senior management positions in AR4D institutions.

Course Duration: 7 days

Enhancing Negotiation Skills for Women: Getting to Yes!

Effective leaders should have ability to negotiate effectively to advance institutional objectives. Realizing an agenda for any change requires building alliances among different stakeholders and constituencies.

Strong negotiation skills are exceptionally important for women in leadership. Even if their jobs encompass formal power and authority, gender relations in organizations can make it difficult for women to exercise that authority. Promoting collaborations and building coalitions are key for effective negotiations. This course highlights the multiple ways gender plays out in negotiations.



A major objective of the course is to recognize the multiple opportunities available to negotiate at work and to see the connection between taking advantage of these opportunities and one's work, career and personal success.

Course objectives

In this course, participants:

- learn how to recognize the fundamentals of different negotiation models and processes involved in achieving successful negotiations
- appreciate the value of taking time to prepare for negotiations
- identify their bargaining strengths and weaknesses
- explore strategies to position themselves as effective negotiators and problem solvers

Eligible participants

This course targets women in upper middle and senior management positions in AR4D institutions.

Course Duration: 3.5 days



"The different sessions made me realize just how many chances I have missed in life because of not knowing how to negotiate. Before, negotiation was me winning and the other party losing, but now I know differently."

"I used to think negotiating was only about buying and selling; now I understand how I can apply these skills in my work and personal life."

Gender in Agricultural Research

Bridging the Gender Gap for Prosperity

Embracing gender in every aspect of an institution's activities for better outcomes requires deliberate investment in a transformative process. The AWARD gender in agricultural research series provides senior leadership, scientists and administrators in agricultural research for development (AR4D) institutions with knowledge and skills to enable them increase productivity and facilitate high-impact research products.

1. Gender training for senior managers and leadership

This course helps leaders and senior managers in agricultural research institutions to understand the benefits of gender responsiveness in administration, organizational workflow and resource allocation.

Course objectives

Participants will:

- understand and articulate gender-responsive research and its benefits for agricultural research institutions
- shift their attitude and behavior to foster gender responsiveness in their institutions
- formulate action plans aimed at implementing gender-responsive programs in their institutions

Target audience

The course targets AR4D program managers and institutional leaders.

Course Duration: half day

2. Gender Responsiveness for Accelerated Agricultural Gains: A practical, flexible and holistic approach

This practical course uses an exploratory approach which equips participants with the knowledge and skills to identify opportunities within their programs and institutions for smooth gender integration. The course also provides an opportunity to develop action plans to make your research more impactful by ensuring it addresses the distinct needs and priorities of a diversity of men and women across the entire agricultural value chain. It also offers personalized coaching sessions that support participants to streamline ideas and proposals for greater impact.

Course objectives

The course is designed to help participants:

- create a common understanding of what gender-responsive research is
- equip participants with knowledge, skills and tools to facilitate the design and delivery of gender-responsive research and programs
- effect a shift in attitude and behavior of participants to enable gender responsiveness in their organizational structures and systems
- facilitate participants' access to information, resources and skills
- equip participants with knowledge and skills for hands-on application of gender analysis tools and field level communication

Target audience

The course targets researchers, program managers and institution leaders in agricultural research.

Course Duration: 5 days

Building Science Skills Series

Cutting Edge Research and Innovations for Impact

There is a need to build and sustain a robust and effective workforce of scientists able to leverage agricultural research for development workspace, to improve livelihoods in sub-Saharan Africa. This requires developing individual competencies while strengthening the institutional frameworks of research and development systems.

Many biophysical and social scientists lack grant writing and publishing skills despite their importance in research, academics, and development. Many African scientists have perished due to the failure of attracting grants, a lack of gender responsiveness, and not publishing their work. Universities rarely impart these skills, especially among the young scientists, and there is not much room at the workplace to develop them. In addition, there is a lack of capacity and skill in policy influence, research, and idea marketing among most African scientists. This is compounded by a lack of resources and institutional support.

AWARD thus offers a six-day hands-on course that covers gender-responsive research proposal writing and science writing skills. The most experienced and widely published experts provide this course, building participants' capacity to attract research funds and effectively publish in highly respected journals. The course also equips the participants with skills that enhance efficiency in the research process by training them to use electronic libraries and reference management. In addition, participants are equipped with skills on how to influence policy using their research effectively.

Specific objectives of training in science writing and publishing

By the end of the course, participants will have:

- acquired skills in clear communication for science writing that target specific audiences
- strengthened their critical thinking and analysis capacity when writing specific papers for peer review
- improved preparation of specific posters and presentations for various audiences

Specific objectives of the research proposal writing course

By the end of this course, participants will:

- develop a concept note including the central research problem, objectives and methodology, result framework, and budget
- gain skills to turn the concept note into a full proposal following donor guidelines
- understand budgeting and relating the items to activities linked to the objectives
- acquire skills to develop the logical framework, as well as the Theory of Change and Outcome Mapping

- gain skills to translate research results into policy briefs that communicate to various audiences
- build the confidence to pitch their development research ideas to any target group

Additional cross-cutting skills participants will acquire include:

- competence through hands-on use of electronic libraries
- statistical and research design
- basic skills in gender-responsive research and gender-disaggregated data collection and analysis
- increased understanding of ethical issues in research

Participants

Persons eligible to participate in the course include; researchers and development practitioners working in academia, non-governmental organizations, and community-based organizations. Postgraduate students keen to sharpen their research and science writing skills are welcome to participate.

Course Duration: 7 days for each course

Training of Trainers

Effective trainers are key facilitators for organizational change. Institutions need in-house trainers to communicate skills, build institutional capacity, and ensure that transformative change initiatives are implemented. The AWARD Training of Trainers (TOT) is a master class that equips participants with cutting edge training and facilitation skills. The course uses practical sessions, participative learning approaches and best practices that ensure participants leave with effective and practical delivery techniques.

Participants acquire skills in five main areas of training:

- program purpose, planning and preparation
- assessment, design and effective delivery
- presentation, critical training and facilitation
- performance, feedback and evaluation
- adult learning and the experiential learning cycle

Course objectives

Participants will:

- acquire presentation and facilitation skills to stimulate learner engagement
- demonstrate mastery in employing fundamental training methods
- learn how to use appropriate interventions when managing challenging training situations
- develop a personal plan of action to strengthen their training and facilitation skills

Eligible participants

This course targets persons keen to sharpen their presentation and facilitation skills.

Course Duration: 4 days



"This program catapulted me into a master trainer with critical skills that have had a positive impact on my clients. Attending the course was the best investment I ever made."

The AWARD Training Team

AWARD courses attract widespread demand within and beyond Africa. This demand is fostered in part by a dedicated group of trainers, known as AWARD Trainers Embracing the AWARD Mission (A-TEAM), who are highly skilled in facilitating learning.

The A-TEAM is an international group of experienced professionals, subject experts and process facilitators in leadership, mentoring, science, knowledge management and gender. The team is committed to realizing the AWARD vision of a gender-responsive agriculture-driven prosperity in Africa. The trainers contribute to the success of this vision by delivering training programs, developing the talent of African scientists, and empowering the leadership of scientific institutions across the continent. The A-TEAM helps unlock social value and create prosperity through scientific innovation, gender-responsive research and the implementation of transformative leadership practices.

The A-TEAM has a membership of over 35 trainers across the continent, with the most recent chapter in francophone Africa. The current team also has a broader mandate in the areas of gender-responsive research and institutional leadership development.

Values

The A-TEAM values bind members to deliver **GLOBALLY COMPETITIVE** programs, act with **PROFESSIONALISM, RESPECT** cultural diversity during all assignments, and realize the value of **TEAMWORK** to achieve success. The trainers strive to facilitate **TRANSFORMATION** by creating value for participants, patrons and **AWARD** partner institutions.

The A-TEAM has delivered leadership, mentoring and science programs for various national, regional and international research institutions. They have trained in different countries outside of Africa, including USA, Sri Lanka, Philippines, India, Mexico, Italy and Germany.

Contact

For more information, please contact AWARD Training Unit a.training@cgiar.org or visit our website: www.awardfellowships.org

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