



## LEADERSHIP AND CAPACITY DEVELOPMENT



Winrock designs its projects to deliver immediate benefits. But we always take a long view of development by transferring skills to local people and organizations so they can sustainably achieve their goals and affect change.





We focus on transferring technical skills to prepare a generation of leaders to face tomorrow's challenges. We promote evidence-based, collective decision-making, whether around water systems or financial cooperatives. We invest in the long-term potential of smallholder farmers, young entrepreneurs, teachers, community leaders and families to improve their health and livelihoods while ensuring the sustainable use of precious natural resources.

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## Methodology

While the provision of high-quality, effective technical assistance is valuable, it's not enough. Without capable local counterparts who can utilize new skills on a daily basis, results will not be sustained over time. The ultimate goal of development should be to make development unnecessary. Local organizations and their leaders must inspire confidence from investors, partners, funders, customers and suppliers. With this in mind, Winrock transfers technical and organizational skills to both individuals and institutions. This includes, but is not limited to, management, finance, writing and fundraising. Taken together, these skills nurture the capacity of locals to directly solve problems and achieve objectives.

Because it determines long-term sustainability and has impacts across many sectors, Winrock integrates **Leadership and Capacity Development** as a central feature in all of our work. We provide scholarships for leaders to help cultivate a mindset that draws upon data to formulate meaningful policy change. Whether as part of a clean energy, trafficking in persons or food security program, our **Leadership and Capacity Development** efforts increase the confidence and empowerment of women and broaden professional and peer networks. We strengthen community leadership, decision-making and resilience while reducing disputes over resources.

Winrock takes the long view of change. We are not expecting quick fixes for longstanding challenges such as natural resource management or access to education. Instead, we address the root causes of pressing development problems. We focus on the underlying and long-term capacity to gather and analyze evidence, engage stakeholders, and solve problems.

We begin with beneficiaries, asking what skills and resources they need to become effective problem solvers. Our techniques and methods vary depending on the challenges communities face and the options available to them. Some require extensive data gathering and analysis. Others involve identifying and forging partnerships and broad networks. Still others necessitate the acquisition of new knowledge and changed mindsets and behaviors. We bring evidence, technologies, relationships, education and skills development to bear. Depending upon the challenge and partner, Winrock **Leadership and Capacity Development** includes:

- Management and technical skills development for staff;
- Technical exchange, coaching and mentoring;
- Scholarships for women and/or mid-career professionals;
- Strategic management and organizational development;
- Organizational and technical project management;
- Public speaking, teaching and training skills;
- Budgeting, audit and financial management;
- Negotiation, conflict resolution and trust-building mechanisms;
- Fundraising, revenue generation and sales training;
- Community leadership and social capital development;
- Research, data and evidence for policymaking; and
- Coordination capacity to apply a multi-sectoral response at scale.

Embedded in our hands-on approach is a commitment to promote household and community inclusivity. Who is leading? Who is being excluded? We deliberately seek to expand the number of capable and responsible people serving as stewards of the changes being made. We also offer experience and modeling in the organizational effectiveness – including stakeholder involvement, budgeting and decision-making – that is essential to building confidence and driving change.



# 🔍 CASE STUDIES

## South Sudan

When **South Sudan** gained independence in 2011, Winrock worked to help the new country establish effective and accountable governance. Winrock focused on three priority areas: water, sanitation and hygiene; agriculture and environment; and education. Within each area, our skills-transfer efforts emphasized leadership development, community involvement and open communications. We pursued a multi-tiered approach, including national, state, local and boma (collection of villages) governments, to ensure the alignment of service delivery.

## African Women Leaders in Agriculture and the Environment (AWLAE)

Women play an enormous role in producing 80 percent of Africa's food. Most of these women are small farmers who work long hours under difficult conditions with limited access to inputs. Recognizing that transforming agriculture required long-term **Leadership and Capacity Development**, Winrock launched the **African Women Leaders in Agriculture and the Environment (AWLAE)** initiative in 1989. The program worked at multiple levels for 30 years. It provided 570 women with scholarships for advanced study, equipped over 1,500 women with leadership skills and provided training in new technologies to some 100,000 women farmers.

## Lower Emissions from Asia's Forests

Asia's forests are disappearing at a rapid rate. Forests face a complex set of pressures, including increased demand for food and forest products, conflicting and overlapping management responsibilities, and a changing climate. Under a program to **Lower Emissions from Asia's Forests**, Winrock worked with partners to develop curricula to educate tomorrow's leaders to manage this vital resource more effectively. Sixty universities have adopted the curricula. The curricula have been used to train targeted communities, governments, development partners and land management agencies. As a result, more than one million hectares of forest across the region are subject to improved management and reduced greenhouse gas emissions.

## Smallholder Protocol for Peat

As part of the **Smallholder Protocol for Peat** project in Indonesia, Winrock has been working collaboratively with IDH, Cargill and Costco to create and teach protocols for sustainably managing peatland areas and reclaiming depleted lands. This effort will result in improved environmental performance, such as the reduction of greenhouse gas emissions. At the same time, it will shore up the land management capabilities of farmers, thereby assuring the long-term sustainability of smallholder enterprises and decreasing pressure to clear more forest.

## China

As **China** began its rapid economic growth in the 1990s, it faced growing demand for food. It also sought mechanisms to share knowledge and resources throughout the country. The Government of China worked with Winrock to establish the first Ph.D. training program for agricultural economists. Under the program, the Government of China provided facilities at China Agriculture University in Beijing and nominated students from 12 agricultural universities across the country to participate. Winrock gathered 19 faculty from 15 institutions around the world to deliver the training over a two-year period. Upon completion of the program, successful Ph.D. students returned to their home institutions to train the next generation of agricultural economists.

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