



LEAP+

The Leadership Enhancement Action Programme



A comprehensive training on leading a financially sustainable social business





“He who learns,
teaches”

Ethiopian proverb

SNV Netherlands Development Organisation has launched LEAP⁺, a training programme for leaders of social businesses. This programme is designed to strengthen the participants’ inherent competencies so that they can operate as social entrepreneurs providing professional support towards alleviating poverty, in their local environment, in a financially sustainable manner.

Social businesses mastering the art of blending values

Leading a development organisation or a social business is fraught with challenges. In addition to upholding the organisation's social objectives those holding leadership functions need to maintain the financial sustainability of the organisation.

+ "The knowledge gained and the determination to go forward with the programme has been very impressive. SNV has made a great leap forward."



GEORGE FOOT

Guest at the training in Zimbabwe

Organisation

Director for the Zimbabwe Business Council

To address these challenges and foster the competencies necessary for the success of local organisations, we have launched the Leadership Enhancement Action Programme – LEAP+.

+ "We are realising that we need to work on the financial sustainability of the organisation. We feel the pressure of having to blend values in the way we conduct our business. Although our work is social, we also need to be financially sustainable. We didn't know who else understood our dilemma. Then SNV invited us to take part in the LEAP+ programme. It has been such a defining moment in many ways. The programme is helping us address our challenges as an organisation, and become more relevant in our work helping the private sector integrate social values."



SITHEMBILE NYONI MPOFO

LEAP+ training participant

Organisation Director, Regional Centre for Social Responsibility, Zimbabwe

Sector Agribusiness

Estimated impact 100 households; 400 businesses; 60 NGOs

Vision A just and socially responsible community in Zimbabwe

+ "Social business is the new model and an alternative for social organisations to address the challenge of balancing financial sustainability with their social mission. Social business is our way of adapting and adjusting to market conditions in order to keep the organisation running in a financially sustainable manner while still focusing on its mission."

RUKAIYAH RAFIK

LEAP+ training participant



Why now?

For the past 50 years, we have consistently supported localisation in all its development efforts to address the issues of poverty. Since the 90's, we have had a clearly articulated strategy that has focused on supporting the capacity development of local organisations.

✦ “The capacity building approach of SNV has been a cornerstone in transforming our minds and leading to the set up a consulting company, CADEA Ltd. From the lessons and good practices learned from SNV, we are now serving local and international organisations and the local government so that they can transform the lives of the people in the community. I am convinced that the approach of connecting people’s capacity that is promoted by SNV is making a difference in the lives of the people.”

SYLVESTRE MUSENGIMANA

Local Capacity Development Support Provider, Rwanda

Organisation Consultant and Managing Director CADEA Ltd

Sector WASH, Governance, Socio-economic development

Mission Improve the performance of their clients with knowledge development



✦ “Our interaction with SNV has been mutually rewarding. The partnership has enhanced and deepened our renewable energy profile in the market. Their approach to working with consultants is very empowering and mutually beneficial. The local capacity builder is given a free hand to implement projects, in a guided way. And LEAP+ couldn’t have come at a better time. As a consulting company that targets development organisations and the government, LEAP+ has challenged me to consider a positioning where we trade directly with the market as a means to strengthening our financial sustainability. This is what our social business plan will be based on, and exciting ideas are already emerging.”



PETER NDAUTI

Local Capacity Builder and LEAP+ training participant

Organisation Africa Turnaround Limited, Kenya
Sector WASH, Youth and Women, Agribusiness and Renewable Energy

Estimated impact Improved lives of over 5000 households in Kenya

Vision Poverty free Africa

In 2007, we developed a comprehensive policy paper in order to further strengthen our local capacity development support. These organisations, or local capacity builders, have been involved in implementing SNV programmes as service providers and have had a profound impact on poverty. Independent evaluations conducted by the Dutch Ministry of Foreign Affairs and an independent consultancy, Context, international cooperation, confirmed the efficacy of this policy and SNV’s work with local organisations.

✦ "Five years of capacity building experience with SNV has prepared, strengthened and challenged me to not only contribute to mainstream development work in the non-profit sector, but also to engage the private sector with a desperate sense of sustainability of development interventions for the poor. The Local Capacity Builders Concept, whose introduction and implementation I have been privy to, has proven to be more useful to me since I became a local capacity builder than when I was a manager of it."

SHACHIBU MOHAMMED

Former SNV Staff and local capacity builder, Ghana

Organisation Founder of Green-Ef Eco- Business Village Ltd.

Sector Agriculture, Wash and Renewable Energy

Estimated impact 135,450 people in the Northern Savanna Ecological Zone

Vision To be the global leader in ecological business conglomerates and impact investment.



The evaluation reports recommended further strengthening the relationship we have with the local organisations providing the capacity services. They suggested working with them beyond the day-to-day issues and enhancing their development as sustainable and financially viable organisations with an increased leadership capacity. So these organisations could play a prominent role in the development sector as social entrepreneurs. Consequently, in 2015, we prioritised the launch of the Leadership Enhancement Action Programme (LEAP+). The lessons learnt in 2015 will help further develop the programme into one where all the countries we are working in will participate.



Business partners for poverty alleviation

The training aims to enhance the leaders' intrinsic competencies, capabilities and capacity so that their organisations can develop further as independent professional businesses. These organisations can then continue to provide capacity development services and become business partners with SNV and other development stakeholders to implement local programmes in order to contribute to poverty alleviation.

LEAP⁺ is focussed on supporting its participants to fully develop their respective organisations as social businesses. The objective of the programme is also to ensure that the local organisations providing capacity development support are financially sustainable, and that they remain prominent players in addressing poverty in a sustainable manner.

+ "Investing in the enhancement of the leaders' capacity will increase the capacity of the organisation. My organisation has to become financially independent within the next three years. I take this learning opportunity very seriously as it will increase my organisation's survival possibilities."

LINA MOIES

LEAP⁺ training participant

+ "With the increase in donor fatigue operating a business in a sustainable way is vital. I feel I am now an ambassador representing my country, I am very happy. I am going to take what I have learnt to change my organisation and my country"



PHILLIP CHIKASA

LEAP⁺ training participant

Organisation Director, Path Mark, Zambia

Sector Agriculture, WASH, HIV/AIDS

Vision To deliver tailor-made agricultural and rural development consultancy services





'It is a process'

The programme is based on principles of experience-based learning. The link between practice (experience of the participants) and theory is a prominent element in the programme. Practical experiences from the participants' daily work are being used as input for and during the entire learning process. During the training and support activities, concepts are being explored using practical examples and existing case material like experiences from participants.



✦ "I learnt a lot and acquired proper processes to follow for managing a business, like putting together a business model and a mind map - unlike the haphazard approach I used to use. I also learnt what exactly a leader is and what characteristics they have, to be successful. So you see I got extremely practical knowledge on how to run my business."



JANE WALLS

LEAP+ training participant

Organisation Director, My Pads, Zimbabwe
Sector WASH

Estimated impact 1700 women in the last year

Vision Enable girls to complete their education unhindered by their monthly periods.

✦ "I am really excited about what is going to happen in my business in a few months or in a year. However, I am not very anxious about implementing everything straight away because I know it is a process. For instance it is going to be a while before we get the blended value concept rolling in full swing as we are currently facing sustainability challenges."



JUSCELINE GIRINGANA

LEAP+ training participant

Organisation Director of National Youth Entrepreneurs Association, Mozambique
Sector Youth

Vision An organisation of reference on the promotion of youth entrepreneurship in Mozambique

Emphasis is placed more on practical application of the contents of the trajectory in the daily work of the participants. Hence, the programme is 'process' rather than 'event' based.

Competency, capability and capacity

At the heart of the curriculum lies the competency, capability and capacity required to come up with a viable business proposition, to run a business case with a strong emphasis on sustainability and innovation.

+ “Through this training I realised that, as a consultant company working in the development sector, we should improve our social motivation and values to become a more effective social business. In my action plan I’ve already added that our company’s management team should reflect on how to blend our values and position ourselves better.”

MARIUS AINA

LEAP⁺ training participant

Organisation Associate Director of COSINUS CONSEILS, Benin

Sector Agriculture

Vision Increase the performance of local organisations offering sustainable services to the communities.

The curriculum’s focus is on leadership with a social business environment, where social value creation is driven by market competitiveness. At the same time the organisation strives to grow to be independent and financially sustainable.

The main topics that will receive attention during the Leadership Enhancement Action Programme are: Business Management, Personal Leadership and Societal Leadership. Tested models and processes like the Business Model Canvas are used.



The leadership development and support process that is being used in LEAP⁺ also includes face-to-face trainings; coaching; peer to peer learning and knowledge sharing using technological infrastructures with the Business Canvas Model forming the main backdrop of the programme. Different sessions are interrelated, and emphasise the different dimensions of a social business leader.



Social learning

The learning workshops are organised as a social learning process: participatory, interactive sessions in which participants learn from each other, the Lead Trainer and resource persons. Around 25 participants will work together in groups, in a workshop venue that is conducive to learning.

In between the two trainings, there will be support provided on the job by Senior SNV Advisors. This will provide an environment to explore the issues that have been learnt in the training and put them into practice. Personalised coaching sessions with a professional independent coach are offered to provide the participants the opportunity to look at their effectiveness beyond their daily work. Emphasis is also placed on peer-to-peer learning. Many of the participants face similar challenges and this learning method is regarded as a powerful way to reinforce and advance the participants' learning, through concrete experiences.

+ "I confess my hesitation prior to the course was whether we would all be able to understand each other and communicate for effective learning across our language borders. Happily I discovered people willing to be bridges and dams and facilitate the communication using ears their eyes, hearts and hands."

PAMELA REYNELL
Lead Trainer



+ "When I came to the last day of the training I found out a lot of things about my organisation and myself that I didn't know before. I am excited that I am going to have someone to coach me when I go back home. I have the space to make what I have learnt work. I am really excited about what is going to happen in my business in a few months or in a year."

JUSCELINE GIRINGANA
LEAP+ training participant

Calling all leaders

The programme is meant for formal and informal leaders from development organisations and social businesses working with SNV. The target is to support 150 local capacity builders in the 19 countries in Asia, Latin America and Africa, where we work.



Participants of the programme represent a variety of organisations from the corporate sector, (private limited companies and self-employed consultants), civil society (like leaders of farmer's organisations) as well as the government (varying from central government ministries to local government authorities).

+ I found that social businesses are not like the businesses I had in mind. I am now more focused on solving the social problems of the costumers of my organisation. And to maintain their financial sustainability I will support all the programmes that I have planned.

LITA ISTIYANTI

LEAP+ training participant
Government Officer, Indonesia



+ Finally, I can make Gandhi's words "be the change you want to see in the world" my own. It summarises the LEAP+ approach of improving people's lives and not just changing organisational forms and rules.

RAUL GONZALO VALVERDE MARIACA

LEAP+ training participant
Organisational consultant FEDECAAS - Bolivia



+ “The way you are trying to change the mind-sets is interesting. I am impressed with how SNV is bringing together leaders and different partners and training them to think differently; to find solutions and activate the change they want to see in their communities.”

SONENI NCUBBE

Guest at LEAP⁺ training

Organisation: Hivos International

Share our vision?

SNV has a long tradition of working with partners, donors, private foundations, and international development organisations that share our vision. Please contact us if you would like to partner with us and support the programme in order to bring the impact of the programme to scale.

Contact

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About SNV

SNV is a not-for-profit international development organisation. We support people to overcome poverty in developing countries worldwide by enabling access to the tools, knowledge and connections they need to increase their incomes and gain access to basic services.

50 years

2015 marks the 50 year anniversary for SNV World. For the last 50 years SNV has successfully been making a lasting difference to the lives of millions of people living in poverty around the world. And the LEAP⁺ programme is one of the outcomes of SNV's international development work.

