



Scope of Work (SOW)
for
Trainer of Trainers (ToT) on Leadership and Extension Service Provision
Sustainable Agriculture and Production Linked to Improved Nutrition
Status, Resilience and Gender Equity (SAPLING)

May 20, 2018



Table of Contents

1. Background:.....	3
2. Summary of Consultancy	4
3. Objectives:	5
4. Scope of the training/services:.....	6
5. Deliverables:	6
6. Time schedule:.....	7
7. Publicity:.....	7

1. Background:

USAID's Office of Food for Peace (FFP) awarded Helen Keller International (HKI) a five-year cooperative agreement to lead the Development Food Security Activity (DFSAs), "Sustainable Agriculture and Production Linked to Improved Nutrition Status, Resilience, and Gender Equity" (SAPLING) on September 30, 2015, with the overall goal of improving gender equitable food security, nutrition and resilience of vulnerable people within the Bandarban District of the Chittagong Hill Tracts (CHT). To achieve this objective, HKI is working in partnership with Catholic Relief Services (CRS), Caritas Bangladesh, three local implementing partners, individuals, communities, traditional leaders and the Government of Bangladesh to affect enduring positive change in its program areas by addressing immediate needs while investing in the future of food security and resilience. This goal will be achieved by applying an integrated community development approach to interventions designed to increase household (HH) availability, access and utilization of nutritious foods, enhance maternal and child health and nutrition (MCHN), and improve resilience to shocks and stresses among families who are under constant threat of natural and human-induced disasters.

SAPLING is being implemented in the upazilas of Ruma, Bandarban Sadar, Lama, Thanchi and Rowangchari. The population is comprised of 12 ethnic groups including Bengali, each with its own language and culture.

To achieve its objectives, SAPLING is implementing multiple interventions. Its largest, the Integrated Enhanced Homestead Food Production (IEHFP) activity, has approximately 46,000 participants, with the majority being women from poor and extreme poor HHs, and all pregnant and lactating women regardless of socio-economic status. These participants have been formed into nearly 3,000 para-level groups spanning over 1,600 paras.

Applying both a community based and HH approach, SAPLING facilitates "We can grow" sessions with its IEHFP group members, using homestead food production as a platform to facilitate discussions on ways families and individuals can overcome challenges to food security from disaster and WASH to income generation.

As part of the "We can grow" curriculum, SAPLING emphasizes **learning-by-doing** by encouraging members to adopt practices that contribute to improved food security. These center around health, nutrition, WASH, natural resource management, gender, social inclusion, savings, disaster risk management and agricultural production. As part of the program, participants are encouraged to produce their own food, and, consistent with the farmer field school approach, develop and utilize learning spaces, such as gardens for groups to use to practice climate smart agricultural and other improved practices.

Each group designates a physical space to promote these practices which is known as a "Learning Center" (LC). Each LC is intended to be a community resources which is managed by

an LC Leader responsible for motivating, educating, and supporting her members in increasing their skills and knowledge.

LCs are designed to promote and scale up technologies, with some of the LC's outputs being shared with group members. To the extent possible, LCs are used to promote all of SAPLING's behavior change objectives including improved WASH, NRM, gender, and nutrition practices, etc., with horticulture and/or animal husbandry serving as the center piece.

LCs are physical spaces that enable producers to test technologies, demonstrate effectiveness, and allow for discussion and problem-solving. Examples of the types of technologies introduced at the LCs include raised beds, pit/sack/vertical gardening, pollination, mulching, intercropping, integrated pest management, vermicompost, Trichoderma in compost, small-scale seed and seedling production, seed preservation, improved poultry sheds and feeding pots, drip kits, seep pots, water harvesting and tippy taps. LCs play a critical role in behavior change by allowing group members an opportunity to practice learning-by-doing and to see results without everyone having to take a risk to try something new.

On average, groups have 20 members with one LC. To support LC leaders to carry out their roles and responsibilities, which include motivating, educating, and supporting their group members, SAPLING is training them in leadership, facilitation, adult education strategies, extension service provision, and advanced agricultural techniques.

2. Summary of Consultancy

SAPLING is seeking a consultant to design Trainer-of-Trainers (ToT) modules that will equip LC leaders with the skills they need to effectively support their group members. The consultant will conduct a two-day TOT for approximately 125 SAPLING staff in five batches, who will be responsible for training remaining upazila/union-based staff and approximately 3,000 LC leaders in three, eight-hour sessions. The modules developed will encompass a total of 24-hours of training that can be broken into more, shorter sessions, as necessary to meet the needs of the participants.

LC leaders are expected to attain improved leadership skills through the training. These include how to build a cohesive group, strengthen relationships between group members, facilitate learning of members through group discussion and provide training to group members on advanced production techniques using appropriate adult education methodologies. LC leaders will provide extension services to members, as well as lead group discussions on setting objectives and establishing a common vision on food secure households and communities. LC leaders also need to learn to effectively manage conflict, motivate group members to attend IEHFP sessions, apply their knowledge and skills in their everyday lives, and support members throughout the behavior change process.

SAPLING is searching for a firm/individual/institute capable of developing and conducting the requested training. The master training module is needed to conduct the initial ToT, but will also need to be developed into simplified modules for the easy understanding and implementation.

This includes:

- One comprehensive interactive Master ToT with appropriate reference materials to train 125 SAPLING staff who will become Master Leadership Trainers.
- Selection criteria for selecting 125, out of more than 300, SAPLING technical officers and field facilitators to receive the master ToT training
- Clear facilitators guide with interactive modules for the Master Trainers to use when conducting the ToT to the remaining 200+ technical staff and field facilitators
- ToT modules that all field facilitators and technical officers will ultimately use to conduct this training to approximately 3,000 LC leaders in groups of 10-20. Since the LC leaders are producers with relatively low levels of education, all exercises should be easy and fun, while at the same time useful to them in carrying out their roles as a leader. This module should place heavy emphasis on visual content, participation and learning while doing.

3. Objectives:

The objectives of the training are as follows:

- Create effective learning center leaders. Effective leaders inspire confidence in their members, motivate them to learn and take actions to improve their lives, support them in times of trouble, equip them with skills and knowledge in easily understandable, participatory ways, connect them with others who can help them, etc.
- Build capacity of LC leaders to coach their members, including asking probing questions to better understand and support needs.
- Build capacity of LC leaders to facilitate group discussions, encourage learning-by-doing, promote learning from each other (engaging doers/non-doers), and continually push members to achieve their own goals and objectives around health, nutrition, production, WASH, savings, disaster risk reduction, income generation, etc.
- Equip LC leaders with practical tools to help them to manage conflict.
- Teach appropriate delivery mechanisms for LC leaders to carry out basic extension services, drawing on adult education techniques, etc.
- Ensure LC leaders understand what good leadership skills are and how to become leaders who inspire, motivate, educate, support positive change, improve social cohesion, etc.
- Develop appropriate modules to meet the ultimate objectives.
- Provide effective TOT training to ensure full understanding of SAPLING staff on how to facilitate the training for additional staff and LC leaders.
- Provide pre- and post-testing of all trainees, including results and recommendations in final report.

- Provide modifiable electronic copies of all necessary training modules and training materials.

4. Scope of the training/services:

The consultant/institution will work with SAPLING to finalize the training package, tools, techniques and other relevant issues as needed. As detailed above, the major topics of the training are leadership, including qualities of a good leader, facilitation and coaching techniques, how to motivate group members, relationship building, how to provide extension services (what to do, how to do it, what are the best adult education techniques to use, etc.) and managing conflict. The consultant will include appropriate tools and exercises to make the training modules participatory and effective. The consultant will provide a TOT to approximately 125 SALING staff in five batches (one per SAPLING target upazila). Considering that this TOT is ultimately intended for LC leaders, who are poor producers from Bandarban District, and have very little experience and knowledge on the said topics, the ToT must be conducted in a fully interactive/participatory manner that involves very few materials.

The five batches of two-day TOT training will be completed over three weeks with two days of ToT training per batch of approximately twenty-five staff each in their respective upazila (Bandarban Sadar, Lama, Rowangchari, Ruma and Thanchi), equating to roughly 125 Master Trainers trained.

The consultant/firm/institution will undertake the following activities regarding the training:

- Preparation of a comprehensive training plan giving emphasis on requirements of recipients including final participants-the LC leaders.
- Prepare and submit separate detail outline, curriculum, and customized modules for the various levels of recipients as described earlier.
- Provide a detailed list of training logistics required and evaluation materials to be purchased by SAPLING.
- Provide a complete resource pack of materials for the trainees.
- Take all other necessary steps/works for ensuring training quality.
- Prepare and submit a final report on overall training program, with recommendations and findings.

5. Deliverables:

The Consultant/Training Management Firm/Institute will be responsible for the following deliverables:

- Present a training plan to SAPLING for approval within five days after notified of award.
- Present a copy of all training modules with appropriate materials within two weeks of notification of award.
- Conduct training program for approximately 125 SAPLING staff (5 batches)
- Conduct pre- and post-test of trainees along with result report as per USAID guidelines.

- Provide pre and post tests for the intended TOT recipients to be applied by the master trainers.
- Provide an editable electronic copy of all training modules and supporting materials.
- Provide a list of materials needed for all subsequent batches of trainings (TOTs and participants).
- Prepare a training report on the assignment, which should include information covered, as well as identified areas of improvement based on observations during the training, all training materials (annexed) and post-test results.

6. Time schedule:

SAPLING will award the consulting services contract by the 2nd **half of June 2018**, with expectation of the following:

- Contract period is for two months.
- The five batches of training are expected to be completed by July 25, 2018.
- All deliverables outlined in section 5 of this SOW must be completed by August 10, 2018.

7. Publicity:

Service provider will take prior consent from SAPLING to publish any report/document in news/journal related to this work and, if approved, will be required to follow SAPLING's marking and branding guidelines.