

Climate Smart Irrigated Agriculture Project (CSIAP)

TERMS OF REFERENCES (TOR)

Consultancy Service for Conducting Training of Trainers (TOT) Programs for Selected Officers of Provincial Department of Agriculture and CSIAP Project, for Farmer Business School (FBS) Programs.

1. Background of the Project

The Climate Smart Irrigated Agriculture Project (CSIAP) is a World Bank funded project functioning under the Ministry of Agriculture since 2019. The Project is designed to support farmers that are vulnerable to climate change, and especially to climate-induced extreme events such as drought and floods in identified Hot Spot Areas of 47 Agrarian Services Divisions in 11 districts of the dry zone: Anuradhapura, Polonnaruwa, Kurunegala, Puttalam, Kilinochchi, Mullaitivu, Trincomalee, Batticaloa, Ampara, Moneragala and Hambantota covering 18 sub-watersheds of 10 river basins of Modragam Aru, Yan Oya, Mee Oya, Kala Oya, Peru Aru, Mandakal Aru, Hada Oya, Karanda Oya, Kirindi Oya and Manik Ganga. These 11 districts belong to following 06 provinces in Sri Lanka; North Central, North Western, Northern, Eastern, Uva and Southern.

Climate Smart Irrigated Agriculture Project (CSIAP), hence being developed to uplift the agriculture livelihood of the small-scale tank-based farming community living in the most climatically vulnerable farming areas of the country. The Project Development Objective is to improve the productivity, livelihood and climate resilience of small holder agriculture sector in selected hotspot areas.

The project has four components; (1) Agriculture Production and Marketing component will improve agriculture productivity and diversification through the adoption of Climate Smart Agriculture (CSA) practices, improved off farm and on-farm water management, establish common market infrastructure for Agric-commodity marketing and ensure market for agricultural production; (2) Water for Agriculture component will facilitate (a) Planning for water and other infrastructure necessary to support climate-resilient irrigated agriculture, (b) Construction of the planned infrastructure, and (c) co-management of this infrastructure by central/provincial governments and the local community. (3) Project Management component will ensure the quality of overall project management, while ensuring smooth coordination of activity implementation by various agencies and strategic partners at national and subnational levels. This component will finance: (a) the consultancy and operating costs of the Project Management Unit (PMU) and Deputy Project Director (DPD) Offices and of different project executing agencies, including for fiduciary and safeguard aspects; (b) the monitoring and evaluation (M&E) of project activities at baseline, midterm, and end of project, including geotagging of the assets created; and (c) information, education, and communication campaigns to make all stakeholders aware of the project. (4) Contingent Emergency Response component will allow for rapid reallocation of project proceeds in the event of a natural disaster or crisis that has caused or is likely to imminently cause a major adverse economic and/or social impact. Marketing subcomponent aims to strengthen the links between PGs and the agriculture commodity markets by: (a) upgrading and/or rehabilitating critical market infrastructure and (b) supporting

farmers to access markets and develop sustainable links to agribusinesses. The key activities would be (a) development of common infrastructure for Agri-commodity marketing (markets, storage, and access roads) and the construction and/or upgrading of Common Service Centers (CSCs); and (b) Technical assistance to support PGs to commercialize and link with agribusinesses / value chains.

The total No. of beneficiaries in the Project area is 360,000 as per the Restructuring Paper of the World Bank land smallholder farmers consist of small farms (1.0–2.0 ha of farmland) and marginal farmers (less than 1.0 ha). They will gain knowledge through technology transfer and access to infrastructure assets to enhance climate resilience in farming resulting in increased revenue from crop diversification and participation in emerging value chains. The project will also promote the participation of youth and women in all key project interventions to ensure that they would benefit from the project activities.

Total Project beneficiaries in each district as set in Restructuring Paper of World Bank & Beneficiaries to be covered by FBS:

Province	District	Project Beneficiaries	Beneficiaries to be covered by FBS
Eastern	Ampara	26,992	2,699
	Batticaloa	30,031	3,003
	Trincomalee	29,899	2,990
North Central	Anuradhapura	43,965	4,397
	Polonnaruwa	8,110	811
North Western	Kurunegala	90,575	9,057
	Puttalam	29,406	2,941
Northern	Kilinochchi	23,283	2,328
	Mulativu	32,551	3,255
Southern	Hambantota	25,117	2,512
Uva	Moneragala	20,070	2,007
Total		360,000	36,000

According to the Restructuring Paper of the World Bank (Report No: RES43945) re allocated funds availability for Marketing sub-component is USD 11.3 Mn.

In Sri Lanka, farmers (male and female) are facing problems in the field of agriculture is identified the root cause of the problems related to the lack of market facilities/ access/ knowledge/ skills of their agricultural products for a reasonable price, lacking knowledge in value chain development, etc. When considering the Agri production it is very important to develop a link between agribusiness and commercialization. The project issue was identified mainly through community consultation. The information obtained through PRA and Baseline survey also helped in identifying the issue. Farmers in hotspot areas are facing various marketing problems at present and some of them are as follows:

- Non receiving of reasonable farm gate price for Agric-produces
- Linkage is only with market intermediaries / middleman and local traders
- Farmers sell primary products and value addition haven't occurred
- Farmers are not concerning about the product quality

- Poor entrepreneurial ability of the farmers
- Farmers don't have business plans
- Poor skill on identification & capturing of business opportunities
- Poor record keeping

Since farmers are not maintaining any records related to their cultivation activities, they are not in a position to calculate the actual cost and this leads to poor decision-making on marketing especially farm gate prices.

Farm Business School (FBS) approach is one of the farmer capacity building tools of the CSIAP project. The CSIAP project has planned to incorporate the tried and tested climate-resilient practices and technologies into agricultural extension materials and curricula of FBSs deliver through training programs and integrated extension services to Farmers selected through the Producer Societies (PSs) for paddy, other field crops and horticultural crops, including pulses, oilseeds, maize, banana, and vegetables. FBS activities are set up in the fields of selected 'lead' farmers and are operationalized at the village level under the coordination of the PSs and with the technical backstopping of extension staff.

As per the Restructuring Paper of the World Bank (Report No: RES43945) readjusted the indicator of "Farmer graduating from FBSs adopting the CSA practices learned and linked to market" as in the following table.

Indicator Name	Base line	Intermediate Targets						End Target
		1 (2019)	2 (2020)	3 (2021)	4 (2022)	5 (2023)	6 (2024)	
Action: This indicator has been revised "Farmer graduating from FBSs adopting the CSA practices learned and linked to market" Number (Thousand)	0.00	0.00	0.00	20.00	30.00	36.00	36.00	36.00
Action: This indicator has been revised "Farmer graduating from FBSs adopting the CSA practices learned and linked to market for female farmers" Number (Thousand)	0.00	0.00	0.00	7.00	10.00	15.00	15.00	15.00

The ultimate objective of this sub project proposal is to train 36,000 beneficiary farmers (both male and female) in the climatically vulnerable project area which call as 'hotspot' and the targeted female farmers number is 15,000 among them. For the field level training of farmers for the FBS program, it has planned to train 120 Agriculture Instructors (AIs) belong to PDOA as trainers. Forty-seven Agriculture Facilitators (AFs) who have recently recruited at each ASC division by the CSIAP will also be trained as supporters to the AIs. TOTs for the AIs and AFs will be conducted by the service provider which will be outsourced by the CSIAP. Then Agriculture Instructors (AIs) who will have received the TOT will train 36,000 farmers (male and female) under the FBS program.

Forty-seven Agriculture Facilitators (AFs) who will have received TOT coordinate the Agrarian Services Division level FBS farmer training programs. Thus, Provincial Department of Agriculture as an

implementing agency will prepare training plan provincial level with the collaboration of DPD offices of CSIAP and coordinate & facilitate the farmer training programs to achieve the objectives and target of the FBS farmer training programs of the CSIAP. Provincial DPDs will coordinate and monitor the FBS farmer training programs and report the progress to the PMU/CSIAP.

Within 15 months of period trainers will be able to complete target of 36,000 “Farmer graduating from FBSs adopting the CSA practices learned and linked to market” and “Farmer graduating from FBS adopting the CSA practices learned and linked to market for female farmers” as 15,000.

1.1 A brief introduction to the FBS concept

The Farmer Business School (FBS) concept was developed by the FAO and is now being used effectively in Asia, Africa and Latin America. The FBS is a unique opportunity to engage farmers in developing capacity for running profitable market-oriented farm businesses. Also, the FBS is a participatory and interactive onsite learning approach that emphasizes problem-solving and discovery-based learning, and it aims to build farmers’ capacity to analyze their production systems, identify problems, test possible solutions, and eventually encourage participants to adopt the technologies and practices most suitable to their farming systems. If farmers are trained in farm business their decision-making ability regarding marketing will be improved and as a result, they will have opportunity to improve their income and livelihood.

In the application of FBS approach, the following basic principles must be used;

- a. Focus should be on the content, not the training facility
- b. The methodology should not be lecture-based but rather learning by doing,
- c. the learning should be from farmer to farmer rather from facilitator to the farmer
- d. The learning should be demand-responsive, interactive, and should be matched to the farming season. (Please refer for more details www.fao.org/sustainable-food-value-chains/-/training-and-learningcenter/details/en/c/276322).

2. Objectives of the consultancy assignment:

The overall objective of this assignment is training of 120 Agriculture Instructors (AIs) and 47 Agriculture Facilitators (AFs) in the CSIAP area as trainers on Farm Business School concept within a period of one and half months to two months (Training of Trainers- TOT).

2.1 Specific objectives

The specific objectives of the consultancy assignment are shown below.

1. Conducting 06 Training of Trainer (TOT) programs for 120 Agriculture Instructors (AIs) and newly recruiting 47 Agriculture Facilitators from ASC divisions in the project area and create a pool of FBS trainers. Four TOT programs for 104 participants to be conducted in Sinhala language and other two TOT programs for 63 participants have to be conducted in Tamil language. Tamil AIs and AFs will be selected from northern and eastern provinces. At about 30 participants to be participated in a TOT class.
2. Thirty-five training Sessions in the trainer’s Hand Book have customized to 12 Physical farmer training sessions as shown in the curriculum of FBS farmer training program. Parallel to the farmer training curriculum TOT program have to be conducted.

3. FBS program help the beneficiary farmers of the CSIA project to build their entrepreneurial and managerial skills and knowledge to make their farms more profitable by transitioning toward market-oriented farming. Therefore, creation of talented FBS trainers by improving their knowledge & skills and proper capacity building of trainers during the TOT programs are expected from the service provider.

3. Scope of the consultancy assignment:

The Climate Smart Irrigated Agriculture Project seeks a service provider to conduct 06 Farm Business School TOT program for 120 Agriculture Instructors and 47 Agriculture Facilitators. Description of expected requirements, qualities and contents are as follows;

1. Four TOT programs for 104 participants have to be conducted in the Sinhala language and the other 02 TOT programs for 63 participants in the Tamil language. Tamil AIs and AFs will select from northern and eastern provinces.
2. Agriculture Facilitators who will undergone TOT will be selected as supporters or assistants to the farmer training programs.
3. Expected time duration for each TOT program is 05 days and assignment would be expected to complete within a one and half to two month's period.
4. The service provider should conduct following curriculum for TOT programs. Service provider should incorporate the tried and tested climate-resilient practices and technologies into the FBS TOT training module to suit the objectives of the CSIAP project. Then, the FBS module will become "Climate Smart FBS" module or program. FBS approach has to combine with sharing experiences, reviewing success stories, market visits & exposure field visits.

3.1 Transfer of Knowledge

This assignment is based on knowledge transferring and experience sharing thus the final expectation is skilled trainers with good attitudes. Curriculum in the FBS Hand Book has customized to 12 lessons as follows;

Customized Training Curriculum for TOT Program

Training of trainers (TOT) curriculum consist with 05 Parts, 06 Modules and 12 lessons. These 12 lessons and market exposure visits, farm visits and showing of videos on success stories of farm businesses should be covered within 05 days training period. Refer the FBS Extension Guide Book which are printed in Sinhala and Tamil language to get full details of training lessons.

Part 1: Starting and basic business concepts

Module 1: Starting the Farm Business School (FBS)

Lesson:1 Rationale for a Farm Business School. How to introduce FBS to the farmers
Developing group ownership and scheduling meetings with farmer group

Module 2: Understanding basic business concepts

- Lesson 2: How Farming will do as a business
 - The farmer as an entrepreneur
 - Characteristics of an effective entrepreneur
 - Understanding Farm business profitability

Part 2: Assessing current situation of the farm and identify market opportunities

Module 3: Where are we now

- Lesson 3: Assessing current farm situation
 - Translating analysis into action
- Lesson 4: Understanding marketing and markets
 - Preparing for a marketing survey
- Lesson 5: Market visit & Presenting Market Survey Report

Part 3: Planning

Module 4: Develop a farm business plan

- Lesson 6: Choosing an enterprise
 - Preparation of simple budget for selected enterprise according to the income & expenditure
 - Financial management
- Lesson 7: Component of a farm business plan
 - Preparing a farm business plan
 - Preparing an action plan

Part 4: Implementing

Module 5: Activities to be carried out in production season

- Lesson 8: Overview of record keeping
 - Record keeping for farm production and labour use
 - Record keeping for farm income and expenditure
 - Other farm records to be maintained
- Lesson 9: Marketing of farmer products
 - Group marketing
 - Group buying and saving
- Lesson 10: Post harvest quality management & value addition

Part 5: Evaluation and re-planning

Module 6: Reviewing past business and planning for the next season

- Lesson 11: Assessing the benefits of the Farm Business School
 - Assessing the performance of the farm business plan
- Lesson 12: Choosing farm enterprises for the next season
 - Preparing a farm- business plan
 - Developing an action plan

4. Tasks of the Assignment:

The duties and responsibilities of the service provider are described under 2 stages below; the preparatory stage and the implementation stage.

Preparatory stage:

The service provider shall plan and implement the following tasks in the preparatory stage.

1. Mobilization of the consultants /Resource personal team: Immediately after awarding the contract, the service provider should assign and mobilize the consultants / Resource personal team as mentioned in the proposal of the service provider.
2. Study of relevant project documents: The service provider should study the relevant project documents such as Climate Smart Agriculture Practices & training modules and training materials of the FBS module developed and being used by the Agriculture Sector Modernization Project (ASMP).
3. Customized training curriculum for the trainers (TOT program)
4. Kickoff meeting: The service provider should participate in the kickoff meeting to be organized by the CSIAP project with the relevant project staff. In this kick-off meeting, a comprehensive introduction will be given to the CSIAP project and its current status, which will be useful for the service provider in planning and implementing on TOT training plan & its activities.
5. Preparation and submission of inception report: Based on the outcomes of the project document review and kick-off meeting the service provider should prepare and submit an Inception report to the CSIAP project.
6. Preparation of roll-out strategy and action plan: After developing the Climate Smart FBS TOT module.

Implementation stage

Conducting the TOT program (06 No's of five-day residential TOT program for 120 AIs & 47 Agriculture Facilitators. Four program in Sihala medium & 02 program in Tamil medium)

1. Conducting Training of Trainer Program (TOTs): The service provider should train 120 Agriculture Instructors (AIs) and 47 Newly recruited Agriculture Facilitators (AFs) selected from the 47 ASC divisions in the project area to conduct the farmer trainings. The service provider should conduct six 05-day residential TOT program. These trained AIs & AFs will be called as the FBS trainers. The service provider should do the following tasks in planning and conducting the TOT program.
 - a. The service provider should submit the training plan for the TOT **program** and get consent of PMU before starting the TOT program.
 - b. Identify the resource persons for conducting the TOT program. The 5 sector experts (FBS training expert, enterprise development expert, climate smart agriculture expert, producer groups & capacity building expert and agriculture marketing expert) should conduct the TOT program.

Time duration for completion of all TOT programs:

Four Sinhala medium TOT programs and 02 Tamil medium TOT programs have to conduct by the service provider. Duration of a TOT program is 05 days and expects the completion of all TOT programs within one and half to 02 months period.

Total number of trainers to be trained	167
Number of TOT Training classes	06 (Sinhala medium-4, Tamil medium-2)
Average number of participants in a TOT class	30
Duration of a TOT class	05 days
Total time allocation for completion of 06 TOT programs	08 Weeks
Expected starting dates	Mid November, 2022

Qualification & Experience of the service provider:

The Service Provider should be;

- a. A well-established firm/institute with at least 10 years of experience in similar trainings with better training management records
- b. Minimum of 10 years' experience in conducting enterprise development training for micro and small enterprises.
- c. Minimum of 10 years' experience in conducting business skills development trainings particularly for field officers and farmers.
- d. A well-established firm with at least 01 years' experience in conducting Farmer Business School (FBS) training program .
- e. Experience in conducting in institutional capacity building trainings for community-based organizations and cooperative societies, including farmer producer organizations.
- f. Experience in developing business plans for community-based organizations and cooperative societies, including farmer producer organizations.
- g. Experience in conducting institutional development training for community-based organizations and cooperative societies including farmer producer organizations.
- h. The Firm that providing the service, should have following resource persons/experts.

Resource Person / Expert	Qualifications	Experience
1.Expert in Farm Business School Training & Training Facilitation (part time basis) cum Training Coordinator	Post-Graduate Degree in Agriculture, Agricultural Extension, Social Science, Economics, Management, Science, or any related field	<ul style="list-style-type: none"> - At least 15 years' experience in the relevant field including similar training experience. - Experience in developing farmer business education training modules - Experience in conducting farmer education program Experience in conducting TOT program on farmer business skills development

Resource Person / Expert	Qualifications	Experience
2. Agri-Business or Agricultural Marketing Expert (part time basis)	Post-Graduate Degree in Agricultural Marketing, Agri-Business field	<ul style="list-style-type: none"> - 15 years related experience - 10 years' post qualification experience, of which preferably 5 years in senior management level in the Agricultural Marketing / Agri-Business / Enterprise Development projects financed by foreign financing agencies and/or Government Department. - Strong communication, negotiation skills and good interpersonal relation - High level of proficiency in written and spoken English - Experience in planning and conducting farmer education program
3. Expert in Farmer producer organization capacity building (part time basis)	Post-Graduate Degree in Agriculture, Agricultural Extension, Social Science, Economics, Management, Science, or any related field	<ul style="list-style-type: none"> - At least 15 years' experience in the relevant field including similar training experience. - Experience in developing farmer business education training modules - Experience in conducting farmer education program - Experience in conducting TOT program on farmer producer organization capacity building - Experience in planning and conducting farmer producer capacity building program
4. Expert in Enterprise Development & value chain expert (part time basis)	Post-Graduate Degree in Agriculture, Enterprise Development, Economics, Business Management or any related field	<ul style="list-style-type: none"> - At least 15 years' experience in the relevant field including similar training experience. - Experience in developing enterprise training modules. - Experience in developing business skills development training program for farmers - Experience in conducting TOT program on enterprise development
5. Climate smart agriculture Expert (Part time basis)	Post-Graduate Degree in Agriculture in the field of crop science, Environmental science or any related field	<ul style="list-style-type: none"> - At least 15 years' experience in the relevant field including similar training experience. - Experience in developing climate smart agriculture training modules - Experience in conducting farmer training program

5. List of reports, schedule of deliveries, period of performance

The Consultants should submit each deliverable to meet the requirements as details given below.

Time Schedule for Deliverables

No	Type of deliverables	Time Frame
1	The Inception report (one original and Three Copies) will be submitted incorporating approach, methodology in detailed and time frame including work plan for completion of various tasks and responsibilities of the key persons,	On or Before end of 01 week from the date of Letter of Acceptance.
2	Curriculum & training plan for TOT program of Trainers (Agriculture Instructors & Agric-Facilitators)	On or Before end of 02 nd Week from the date of Letter of Acceptance.
3	Completion report including list of trained AIs & AFs under TOT programme and the post evaluation of knowledge of the trainees.	On or Before end of 08 th Week from the date of Letter of Acceptance, and at the end of TOT program for AIs & AFs.

6. Data, local services, personnel, and facilities to be provided by the Project Entity

6.1 Providing FBS Hand Books & Farmer Work Books as training materials:

The CSIA project will provide the training Hand Books & Farmer Work Books re-printed by CSIAP (Hand book for extension workers) and developed by the ASM project to the service provider as per the given consent of PD/ASMP after awarding the contract.

Selection of Agriculture Instructors (AIs) and Agriculture Facilitators for TOT program:

Province	No. of ASCs	No. of selected AIs	Remarks
NCP	10	18	04 TOT programs in Sinhala medium
Southern	4	8	
NWP	11	39	02 TOT programs in Tamil medium
Uva	3	7	
Northern	7	19	
Eastern	12	29	
Sub Total	47	120	
All provinces	All ASCs	47 Agriculture Facilitators	
Total		167 trainers	

Target group of the FBS TOT program and farmer training

One hundred and twenty Agriculture Instructors (AIs) and newly recruiting 47 Agriculture Facilitators from ASC divisions in the project area are the target group of FBS TOT Program. Four TOT programs for 104 participants to be conducted in Sinhala language and other two TOT programs for 63 participants have to be conducted in Tamil language.

Table: Geographical distribution of proposed trainers & beneficiary farmers of the CSIAP project

Province	District	No. of ASC division	No. of AFs to be trained	No. of AIs to be trained as trainers	No. of householders to be trained
NCP	Anuradhapura	9	9	15	4397
	Polonnaruwa	1	1	3	811
Southern	Hambantota	4	4	8	2512
Northern	Kilinochchi	3	3	8	2328
	Mulativu	4	4	11	3255
NWP	Kurunegala	7	7	29	9057
	Puttalam	4	4	10	2941
Uva	Moneragala	3	3	7	2007
Eastern	Trincomalee	5	5	10	2990
	Batticaloa	3	3	10	3003
	Ampara	4	4	9	2699
6	11	47	47	120	36,000

7. Institutional Arrangements

Provincial level Implementing Agencies are informed to nominate required number of AIs as per the number of AIs in above table and Provincial DPD offices will coordinate the participation of AIs for the TOT programs. Provincial DPD will participate required number of AFs.

The Client will appoint a team to monitor under the Specialist of Agri-Business & Marketing Linkage Development of PMU, CSIAP. The team would be constituted to monitor the progress and interact with the consultant on training performances and assessment of trainees. The team may also seek comments and inputs on the consultant's work from other experts as found appropriate

Annex:

Outline of Curriculum for farmer training

Curriculum developed for FBS farmer training is as follows for your information.

Face to face, physical farmer training curriculum will complete the whole training syllabus and it consist with 12 farmer meetings or field lessons. Please go through Farmer Work Book 1, 2 & 3 which are printed in Sinhala and Tamil language to get full details of training lessons. (will be Provided for reference at RFP Stage)

Content for farmer 1st Meeting:

Introduce Farm Business School (FBS) program to the farmers.
Discuss the contents and number of lessons with the farmer group and planning future lessons of the program with the farmer group for the whole 03 months period

Content for farmer 2nd Meeting:

Discuss how Farming will be done as a business and explain basic business concepts in marketing and how farmer become an entrepreneur.
Describe how to make profit from farm business

Contents for farmer 3rd Meeting:

Visit a success farm in the area and allow farmer group to discuss with farm owner on his achievements such as adoption of CSA practices, increasing of crop productivity, market links, post-harvest practices and value addition, etc. If it will difficult to find a success farm in the area present a success story for them and discuss the scenarios with them.

Contents for farmer 4th Meeting:

Assessing of current situation of own farms. Discuss the farmers opinions on their farms. How to translate this analysis into action? Get their ideas and guide them for commercial model.

Contents for farmer 5th Meeting:

Discuss the agricultural commodity marketing and markets, share the farmer experiences on marketing. Discuss the ways of improving beneficial marketing linkages. Discussion on market survey and preparation of a short questionnaire for marketing survey

Contents for farmer 6th Meeting:

Visit a market in a close proximity & Market Survey by interviewing sellers, buyers and transporters, etc. Find out the retail and wholesale prices.
Preparation of Report by the farmer group, discuss and analyze market behavior.

Contents for farmer 7th Meeting:

Preparation of simple crop budget (income & expenditure statement) for selected enterprise by sharing farmer experiences.

Contents for farmer 8th Meeting:

Understand the components of a business plan

Contents for farmer 9th Meeting:

Preparation of Business plan for a selected one enterprise
Preparation of action plan

Contents for farmer 10th Meeting:

Introduction of record keeping of a farm business and maintaining other records of the farm

Contents for farmer 11th Meeting:

Post-harvest quality management, value addition and Marketing of Farm Products. Group or collective marketing concepts

Collectively input purchasing and savings

Contents for farmer 12th Meeting:

Asses the benefit of FBS

Evaluation of business plan

Selection of farm enterprises for next season

Preparation of Business Plan for whole farm

Preparation of action plan for whole farm