

**User Manual**  
**LIFE**  
**Model**

**additional item 4**

**Example of the organization's Terms of Reference**  
**the implementation of the Model**

## **Example: for local NGOs**

### Terms of reference

#### **Management activities in rural towns to XXX and XXXX**

These Terms of Reference (hereinafter referred to as the "TOR") concerning the activities of the subcontracting **will be conducted in rural communes XXX and XXXX. Targeted Fokontany are listed in Annex 1.**

#### **I. Historical**

The region of Lake Alaotra is known as the largest rice producing area in Madagascar. However, the upper watershed is seriously degraded and lack of fertile land, and the population can not afford to work on such degraded soils. Poverty predominates and soil erosion is very advanced. Moreover, watershed degradation causes floods, drought and sedimentation downstream with a severe impact on agricultural production. Therefore, control activities of soil erosion and improved livelihoods are necessary in the upstream area Lake Alaotra.

In August 2007, the Malagasy Government has submitted to the Government a request from a Japanese technical cooperation project entitled "Project development of the integrated approach to promote environmental restoration and rural development Morarano Chrome "(hereinafter referred to as the "Project"). In response to this request, the Japan International Cooperation Agency (JICA) sent a mission of detailed planning study in March 2009.

Preparatory procedures for the project from the beginning took place after the said mission. However, during the process, the political situation in Madagascar has changed drastically. Thereby, JICA has decided to send a second mission detailed planning study to collect updated information on the project and revise the Project with the concerned authorities the Republic of Madagascar. The agreement was reached following the sending of this second mission in January 2011 during which the content of cooperation and organizational execution system were confirmed again. The Minutes of Discussions on the project was finally signed on 11 October 2011.

#### **II. Specific objective of the outsourcing of the "Project" activities**

The "Project" developed "a model for promoting integrated rural development way and soil conservation in upstream areas degraded (LIFE Model) ". This model will result in a series of procedures to effectively and efficiently support the spontaneous activities of populations by communal unity to achieve the objective described above, based on local potential and the need populations. In addition, this model will consider promoting wider and equal participation

populations common to rural development and soil conservation. The model proposed by "Project" is based on the training for the populations and monitor their activities. The activity main subcontracted therefore to implement training for people and monitoring of population activities after training in the "business area".

This training should be organized according to the five principles set out below.

- 1) In responding to local needs
- 2) Using local human and material resources
- 3) At the places where the locals live
- 4) Without selecting participants,
- 5) Speaking to the mass in the form of equal opportunity for all people

The implementation of training and monitoring should be based on mutual communication with people, not only with representatives of the people. Thus the "Project" seeks always to establish a more secure communication structure to know the needs and problems of populations or to inform them of the approach or project activities.

The purpose of outsourcing the "Project" activities is to establish an implementation system of said Model managed by the non-governmental organization (NGO) in the hope that it will be able to apply this model, even after the "Project", in the Lake Alaotra using funds provided by donors such as JICA and other partners. If the local NGO sets practice in collaboration model with a lessor, it must follow the rules or procedures operational and financial set by the lessor. Therefore through this outsourcing, the "Project" also aims to strengthen the capacity of the contracting organization so that organization to equip its own financing and human resources and work with donors as a partner or subcontractor for the extension of the model established by the "Project". For this purpose this outsourcing is considered the first step of the procedure above-mentioned.

### **III. Approach and strategy of the "Project"**

Training for populations and monitoring population activities that constitute the activity main subcontracted, are implemented through an extension structure composed of 2 layers  
-Area Managers and Local Trainers.

The "Activity Area" is divided into training units. A training unit, ie a unit training run is defined as a gathering of households to which a trainer Local gets to transmit information. The number of households contained within a unit will vary the type of Hamlet, for example be agglomerated houses or scattered dwellings, and it will

thus assumed between 100 and 200. In each identified unit, a local trainer is selected for it organize training for all populations of this unit.

The group training units will be the gathering of the training units within allowing a local trainer walking around in 1 day. The number of integrated training units in a group will vary according to the access condition between the villages. Local trainers gathered, when needed in each group training units.

In the "Area activities," the implementation of the extension structure will be made of may 2015 following the strategies outlined below. The focus must be on the path of establishing communication / information effectively with the public before beginning training.

#### **Rural Municipality of XXX**

rural commune XXX is a common covering a relatively limited area, so the distances between its Fokontany and its hamlets are not large (while the access condition of roads is not good). This is why the activities will be conducted for the benefit of all 6 Fokontany from May 2015 . The strategy is as follows: The activities will be started from central villages each Fokontany and the surrounding hamlets these villages, easy access, and will be gradually extended to more distant hamlets.

#### **Rural Municipality of XXXX**

In this town, the 9 Fokontany PC23 located in the catchment areas are defined as priority. These Fokontany, some are difficult to access and the degree of difficulty of access to each hamlet in a Fokontany also differs. During the year 2015 The Fokontany and hamlets are relatively easy to be accessed will first be identified and activities will be developed there. In this municipality, covering a large area, Fokontany are often separated by rivers, so that the movement is not easy. Therefore 2 Area Managers, who will new employees will be assigned to priority areas of the west and the activity area will gradually expanded as accessibility Fokontany and hamlets will be checked. This Strategy - that the activities do not cover all Fokontany or hamlets from the beginning, but start from convenient locations (their range is extended gradually) - will become now the model in the case of the expansion of activities of the "Project" the most isolated towns and therefore more difficult to be accessed.

#### **IV. scope of outsourcing**

In this sub-contracting, the "Project" is hereinafter referred to as "Customer", the contracting NGOs hereinafter referred to as the "Contractor" and the activities mentioned in the "TOR", hereafter the "Activity outsourced."

The "Contractor" must have the following three agents that ensure good approach of "Activity outsourced "based on said extension structure.

As quoted in "II. Specific objective of the outsourcing project activities ", the" sub Activity treated "main is to set up an extension structure and implement so continues, many sessions of training and direct monitoring of population activities after **manager in training the workforce selected by the "Contractor" ( 3 area managers) in the "Zone activities. " The scope of outsourcing mentioned below shows a framework for proper implementation of training and follow-up activities requested by the "Customer".**

### **1. Provisions on human resources**

The "Contractor" will have the following human resources to implement the "Activity outsourced ". "Customer" will evaluate the ability of the staff to be proposed by the "Contractor". The "Client" has the right to ask the "Contractor" to change personnel, if necessary.

- A main Manager
- An Executive Manager
- Financial Manager

The duties of each officer listed above are defined below.

(1) Senior Manager:

**He assumes responsibility for all the "Activity subcontracted" by properly managing the funds and logistics allocated by the "Customer" for this purpose. He consults the project coordinator and respects the Code of Conduct annexed (Annex 2) in fulfilling its tasks outlined below:**

- Manage all of the "Activity outsourced" following the sub-contract and determining assigning tasks to complete the executive manager and financial manager as well as managers area.
- Be responsible for the following tasks relating to the establishment of a structure extension in the "New Area activities," according to the given instructions and strategies in "III. Approach and strategy of the 'Project' 'as well as' 3.Mise up a structure extension "of these" TOR "
  - **provisional determination of the target area for the year 2015**
  - Implementation of awareness sessions on the "Project"
  - Identification of training units and group training units
  - Elaboration of the gradual extension program of activities
  - Establishing a communication channel / effective information with target populations
  - Selecting a local trainer in each target training unit

- Be responsible for the following tasks relating to training and monitoring activities populations:
  - Establishing a communication channel / effective information with target populations, based extension structure composed of the local area trainers and managers, to warn people in time of access to training or property provided by the "Project".
  - Planning, implementation, management and coordination of all training activities according to the instructions in "4.Préparation and implement training implementation" of these "TOR".
  - Establishment of the procedure for monitoring the activities of effective population, relying on content "5.Suivi of population activities after the training" of these "TOR" to timely response to problems faced by populations
  
- Follow the activities of the executive manager and area managers and build capacity on every occasion that these managers can carry out, according to the code of conduct their tasks mentioned in the "TOR".
- React quickly to problems that the executive manager does not resolve itself. In this Indeed, if deemed necessary to change the "TOR" or budget plan, he will consult immediately the project coordinator.
- Ensure good relationship with technical partners, local authorities (mayors, heads Fokontany, notable etc.) or other and represent the NGO and / or project if necessary
- Attend meetings of the Project Management Unit (PMU) as an observer or reporter to provide the PMU information necessary for its decision.
- Establish the monthly activity report and submit it to the "Customer".
- Establish a strategy and a plan to sell inputs for reforestation (sheaths and seeds, etc.) to provide the populations even after the end of the project for sustainability of activities reforestation

(2) Executive Manager:

**The Executive Manager is responsible for organizing training and monitoring activities coordinating the activities of area managers and local trainers who make up the structure extension of the "Project". It supports and follows directly the area managers throughout their activities. It synthesizes and forwards in time the main information about manager the activities carried out in the field and their problems to the main manager can make the decision for a better approach of "outsourced activity." He consults project coordinator and respect the code of conduct annexed (Annex 2) in the performance its tasks listed below:**

- Follow and support area managers as well as local trainers and strengthen their capacity at every opportunity, for these people to lead, as the code of conduct their

tasks mentioned in the "TOR".

- If the area manager can not perform its functions, ensure the performance of its tasks.
- Achieve with the main manager activities necessary for the establishment of a structure extension in the "Area activities" following the instructions in "3. Mise up a extension structure "of the" TOR ".
- Perform the following tasks related to training with area managers:
  - Coordinate all activities of area managers on the preparation and the achievement of training and monitoring
  - Stock up with financial responsibility for materials needed for training determined by the area managers and given in the list of materials in Annex 3 and manage them and control their distribution instead of training
  - Create regular opportunity to listen to area managers to inform the results of their direct population monitoring activities
  - sometimes monitor the activities of people after the training to confirm what is happening exactly on the ground and also check if the information and materials are arrived and conveyed to the people
- React quickly to problems as areas of managers do not resolve themselves.  
If the executive manager finds it difficult to find solutions alone, it may request the advice of Senior manager.
- Maintain a good relationship with local authorities (Mayors, Fokontany leaders, notables, etc.)
- Justifying the worksheets (local trainers, local trainers to information and resource persons) and ensure that payment to local trainers, trainers  
Local information officers or those resources is performed without fault by managers area.
- Capture and report the results of training already being implemented according to the formula given by "Customer".
- Check the reports of area managers justify their worksheets (including fuel consumption for motorcycles) and check the proper management of materials (motorcycle, its accessories, digital camera, etc.) entrusted to area managers.
- Attend meetings of the Project Management Unit (PMU) as an observer or reporter to provide the PMU information necessary for its decision.
- Conduct as requested by the "Customer" surveys such as that of reforested sites under the direction of the Japanese expert, because of 7,000 MGA / day.

(3) Financial manager:

**It is Responsible for financial management of the "Activity outsourced" as budget management and expenses related to training and monitoring activities. The "Contractor" may request "**

Customer "monthly budget after approval of expenditures from the previous month, according to the plan annual budget approved by the "Customer" when signing the outsourcing contract. The customer " fixed the total expenditure of the month before after checking the monthly financial report and all receipts constitute supporting documents of expenditure presented by the "Contractor".

To ensure the financial management presented above, the Financial Manager must be able to manipulate computer skills (Word and Excel at least) and has the following tasks:

- At the end of each month, review the annual budget plan and adjust if necessary.
- Perform properly the expenditure necessary for the implementation of "Activity outsourced" as well as collect and keep receipts for all expenses.
- Sourcing with the Executive Manager of the necessary materials for specific training by area managers and given in the list of materials in Annex 3 and ensure their management.
- List the materials supplied and attach the monthly report.
- Establish the monthly financial report (including the accounting report, receipts and Table showing the evolution of spending by category or per month) and submit it by 07<sup>e</sup> day of each month to "Customer" after the approval of this report by the Senior Manager.
- Perform all tasks relating to the payment of area managers, local trainers, trainers technical and people resources, based on their worksheets. These tasks include checking worksheets and establish the payment card as well as prepare and manage the next payment said plug.
- Establish payment card to perform at the possible formation by resource persons and manage the following payment card said.
- Write the final financial report at the end of last month the contract and repay the "Client" the amount equal to the excess when the amount pre-financed by the "Customer" has exceeded of all expenditures and justified during the contract period.

## **2. the "Project" Asset Management HR extension structure component**

The "Contractor" is responsible for the following tasks relating to asset management "

Project "as well as human resources which constitute the extension structure of the" Project ".

(1) Management of motorcycles

- "Customer" will authorize the executive manager and area managers to use motorcycles are part of the good of the "Project".
- The "Contractor" shall be responsible for the management of motorcycles used by the manager executive and area managers and ensure they use these exclusively for motorcycles achieving the "Project" activities within the rules of conduct. the motorcycle provided by the "Project" is insured against the risks identified. In case of accident, if all procedures in the manual (Appendix 4) are properly followed, the office of JICA Madagascar covers damage to motorcycles and medical expenses.
- **The "Contractor" should perform periodic maintenance to all 2000 km for each**



motorcycle. The content of periodic maintenance is next.

- Purchase of motor oil and grease
- Drain motor, lubrication, clutch, adjusting of brakes, carburettor cleaner, cleaning air filter, cleaning of the drive system, cleaning plugs, and the chain tension adjustment, battery electrolyte audit and audit electrical equipment.
- Breakdowns caused by motorcycles breach periodic maintenance fall under the responsibility of the "Contractor". Other breakdowns and maintenance and spare parts are the responsibility of the "Customer".

(2) Administration of zone managers

- The "contractor" must pass a written contract with the three area managers selected by the "Contractor" in the "Area activities." In this contract, the following tasks to be fulfilled by area managers should be clearly mentioned.
  - Compliance with the code of conduct annexed (Annex 2) in fulfilling their tasks
  - Transmission of information from the "Project", the NGOs, the Municipality and the people of the assigned area
  - Maintaining a good relationship with the population and local authorities and provision of information about the project to local authorities
  - Planning and management of training, monitoring, advocacy, distribution equipment in assigned area
  - Supervision of training implementation by local trainers or people resources
  - Direct monitoring of population activities with local trainers to encourage populations to confirm their acquisition of information or material and identify problems encountered by them.
  - Taking steps to help people solve their problems with activities of the "Project"
  - regular reporting and time executive manager and / or principal manager especially for resolve as soon as possible the problems that go beyond the area managers
  - Technical building for local trainers on the job
  - Management of local trainers (including payment to local trainers and selection and dismissal of local trainers)
  - Identification of resource persons among the inhabitants of the assigned area, especially for stabilizing lavaka
  - Synthesis and report the monitoring data of his area
  - Promoting sales of products such as the sheath
  - Promotion exploited by people GF

- Participation in investigations such as that of reforested sites under the direction of the expert **Japanese at a rate of 7,000 MGA / day**
- Appropriate management of materials available to them as part of the project activities (Motorcycle and accessories, pruners, digital cameras, etc.)
- The "Contractor" shall manage the activities of area managers, directing properly and provide technical advice.
- The "Contractor" must manage the worksheets area managers and pay them compensation under the provisions mentioned in the said contract.
- The "Contractor" shall provide to each area of a manager / card (s) prepaid (s) **Telephone the total amount of which is 25,000 Ar / month by way of their spending** communication and submitting to "Customer" supporting documents such as receipts managers area.
- The "contractor" must empower area managers for payment to trainers or local resource people and ensure that this payment is without fault. The " Contractor "is also responsible for the payment.
- The "contractor" must pay to area managers fuel for their next motorcycles the receipts submitted by managers and keep the receipts as proof.
- The "Contractor" will return the area manager, if the reasons for his dismissal are considered relevant by the "Customer", in reference to the general staff regulations established by the " Contractor "and approved by the" Customer ".

### (3) Management of local trainers

- The "contractor" must ensure selection of local trainer progressively creating New training units. The number of local trainers can therefore increase following increasing the number of training units.
- The "Contractor" shall manage the activities of local trainers, direct and give them technical advice through the area managers.
- The "Contractor" must follow the local trainers certification system initiated by the "Customer" and issue a certificate to qualifying local trainers (printing certificates to charge of the "Customer").
- **The "contractor" must pay to local trainers their compensation equivalent to 5,000 for Ar the preparation of training, 5,000 Ar for the implementation of training and 3,000 For Ar** participation in the meeting at the level of group training units.
- Local trainers set their worksheets (recording the number of participants for each training specifying the number of men and women) according to formula provided by the "Customer". This should check these worksheets to avoid errors or information gaps and pay based on the verified cards, compensation to local trainers by the intermediate zone managers.

- The "contractor" must ensure selection of local trainer in charge of information as and able to create new groups of training units, giving them tasks following:
  - Inform other local trainers of his group follow-up date and meeting with their area manager
  - Provide a meeting place for local trainers with their area manager
  - Hold a briefing book in its group
- The "contractor" must pay to local trainers to their compensation information **equivalent to 5,000 Ar for the transmission of information to other local trainers of his group**, carried out according to the instruction from the "contractor".
- The "Contractor" may change the local trainers or those in charge of information, following the council of area managers, deemed relevant.

#### (4) Technical Training Management

- The "Contractor" shall select qualified technical trainer for training on production of fry and stabilizing lavaka (if applicable), establish the minutes and organize training with the trainer.
- The "Contractor" shall classify technical trainers into three categories according to their experience and technical qualifications, namely Junior, Intermediate, Senior, on the basis of **standard established by the "Customer". The daily pay is 50,000 Ar for Junior 60,000 Ar and the Middle 70,000 Ar for the Senior.**
- The "Contractor" must follow the same payment standard that those resources mentioned below, if one of the persons appointed chief manager, executive manager, financial manager or area managers working as a technical trainer.
- The "Contractor" must ensure that the technical trainer understands and adopts five above training principles in "II. Specific objective of the outsourcing of activities Project".
- The "contractor" must pay the remuneration of technical trainer based on its Record work (recording the number of participants in training by specifying the number of men and women for each training) supplemented with the technical trainer.
- The "Contractor" shall classify the CVs of technical trainers and list including performance evaluations of trainers. The "Contractor" and can be used as a human resource bank. Also, the "Contractor" must first identify potential technical trainers for the planned training, negotiate with them and ensure their service.

#### (5) persons Resource Management

- **The "resource person" is the trainer (local) is required to conduct training**

**trainer for reforestation themes kamado and lychees. As part of training on stabilization lavaka is also the local trainer which is fed to a forming outside its Training Unit.**

- For the training of local trainers or that the technical requested by the "Customer", the "Contractor" is to choose among the inhabitants in the "business area" of those resources appropriate following the recommendation of the zone managers. Resource persons will sometimes undertake monitoring activities of the people, if the "Client" necessary. The "Contractor" must manage their training or monitoring.
- The "contractor" must train people for technical resources required by the "Customer" such as those lavaka stabilization.
- **The "contractor" must pay resource persons a daily allowance of 7,000 Ar.**
- The "contractor" must pay compensation to the contact person on the basis of his work sheet (Recording the number of participants for each training specifying the number of men and women) established by the resource person.
- The "Contractor" shall prepare a list of resources. The "Contractor" may well use it as a human resource bank. The "Contractor" should help managers area previously identified resource persons for the training provided and to ensure their service through the negotiation and conclusion of an agreement with them.

(6) Building human resource capacity

- The "Contractor" must continually strengthen the capacity of area managers and local trainers which are the components of the extension structure of the "Project" in their daily tasks: the organization of training and monitoring.
- The "Contractor" must cultivate a good relationship between managers and trainers zone local.

**3. Establishment of an extension structure**

The "Contractor" set up in the "activity area" a structure of the extension strategies given in "III. Approach and strategy of the 'Project' ". The objective of this activity is not to cover the "activity area" from the beginning, but to establish a gradual extension model training and monitoring activities, by first ensuring strong business channel communication with the population. The procedure and the method of implementation of the structure extension will be tested and improved according to the results of the test to achieve a model apply in municipalities with large area or to which access is difficult.

The possible steps for implementation are presented below (they are not arranged in order chronological). The "Contractor" must inform the "Customer" of the progress of the implementation Place in the report of monthly activities.

**(1) provisional determination of the target area for the year 2015**

The "Contractor" performs, if necessary, pre-visit to the "activity area" to check Accessibility Fokontany and their hamlets and rational way for their visit. Considering This identified accessibility, the "Contractor" determined by consulting the "Customer", the targeted area for 2014, where he leads the training and monitoring activities. The determination of the target area must be based on the extent that can be covered without much difficulty by a zone manager in the **commune of XXX and two zone managers in the common XXXX . Since it takes** take enough time in the beginning to establish a good relationship with the population before selection local trainers, the "Contractor" may be ambitious to cover a large area soon the beginning. The "Contractor" must understand that its performance will not be evaluated by the number of Fokontany and its hamlets covered but rather by the method and procedure developed to establish effective means of communication with the people of the targeted area.

**To the municipality of XXXX The zoning for each area manager is also, given the situation** geographical and social. The area covered by the area managers can change the As the progress of all the activities in the "Area activities."

**(2) Implementation of awareness sessions on the "Project"**

The "Contractor" leads with awareness sessions for area managers on the "Project", its approach and activities in the targeted area. The more detailed content of awareness will be given more later by the "Customer". On this occasion, the "Contractor" identifies video halls that will be used for DVD projection on Kamado and stabilizing lavaka. The "Contractor" is also asked to fill tables given in Annex 5 to provide the "Customer" basic information the "activity area".

**(3) Identification of training units and group training units**

By organizing awareness sessions, the "Contractor" identifies with the area managers training units and group training units. The rational way of visiting these units should be considered to facilitate the monitoring that will be conducted later by the area managers. The " Contractor "must put the" Customer "aware of the number of training units as well as groups training units for approval.

**(4) Elaboration of the gradual extension program of activities**

After the identification of training units and their groups, the "Contractor" program activities so that these activities are gradually extended in the target area for **year 2015 . The gradual expansion of activities enables area managers know well** populations of each unit and finally to build strong channels of communication with them. The example of the progress of activities is given as follows.

- Awareness Kamado and stabilizing lavaka
- **Implementation of 1<sup>era</sup> training Kamado by the zone manager in each unit**  
training
- Selecting a local trainer on Kamado in each training unit, if the manager area can identify an / a good (only) candidate (s).
- **Implementation of the 2<sup>nd</sup> and 3<sup>th</sup> Kamado trainings by local trainer in each unit**  
training

The "Contractor" shall submit to the "Customer" the gradual extension program of activities for its board.

**(5) Establishing communication channel / effective information with target populations**

The "Contractor" empowers area managers for ongoing communication with populations in the assigned area. These managers can establish and strengthen the relationship with their populations through various awareness or training sessions as mentioned above.

**(6) Selection of local trainers in each target training unit**

The "Contractor" also empowers each zone manager for the selection of trainers premises in its assigned area. Through direct contact with the people, the area manager arrives to know the motivated individual who can serve local trainer. We must take enough time to identify among populations of potential people.

In the "business area", the training and monitoring activities are conducted according to the principles are shown in the following sections.

**4. Preparation and implementation of training**

(1) Information and awareness to people about the approach of the "Project" and its activities.

The "Contractor" must ensure that all target populations include completely all faceted training through the "Project" extension structure that is the area manager and Local trainer. To this end, the "Contractor" shall implement the activities listed below:

- Explain at every opportunity to ensure that the area managers and local trainers include the training objectives and the method of its implementation.
- Recommend to the "Customer" and implement other populations information methods.
- Conduct awareness sessions stabilizing lavaka and manufacturing to kamado through the DVD / VCD projection
- Educate people on all occasions on the importance of reforestation, fight against lavaka and other topics relating to the activities of the "Project".

(2) Planning and implementation of training

**In 2015 The "Project" considering the "activity area" Implementation Training**

reforestation, stabilization lavaka and manufacture of improved stoves (Kamado). The calendar temporary training is presented in Annex 6 and the "Contractor" may modify it under the circumstances, but while respecting the term of this contract.

The training is organized in general following the steps below.

**1) Overall planning of training implementation**

Next said calendar, the "Contractor" is planning to take all steps for the implementation of training, ie d., supply and distribution of materials, information to the population, up implement the training of local trainers and the implementation of training for populations are sometimes repeated in the same training unit.

**2) Preparation of materials for training**

The supply of some of the materials needed for training is entrusted to " Contractor ". It must therefore acquire the following list of attached devices. The "Contractor" may change the materials to be used for training, if the "Client" deems relevant and consistent with approach "to give at least the people to ensure the continuation of their activities." The other materials such as duct or lychee plant will be supplied to the "Contractor" by the "Customer". The "Contractor" shall manage and distribute these materials on time and without fail instead of training.

Regarding training layering lychee, the "Contractor" is primarily for information on **the availability of mother-feet usable for the year 2015 .**

**3) populations Training Information**

The "Contractor" shall take measures to inform people of the time training (date and time, location, etc.) to better ensure their participation. During the live coverage of population activities, area managers are responsible for ensuring that this information their been well communicated and correct errors on the spot, if necessary.

**4) Recruitment of resource persons and technical trainers**

The "Contractor" is in charge of recruiting resource persons including administration there related to conduct training for local trainers or training by organizing the resource person such as that on stabilizing lavaka; and techniques for trainers fry production, and optionally for stabilizing lavaka.

#### 5) Implementation of the training of local trainers and resource persons

For training on reforestation, Kamado manufacturing and production of litchi, training of local trainers is expected to strengthen their capacity. The "Contractor" organizes in time in each group of training units. As regards the formation Stabilization lavaka of the "Contractor" is also in charge of strengthening capacities of individuals potential resources that they can ensure the entire process of training up Social preparation with stakeholders to monitoring / maintenance lavaka after training.

#### 6) Implementation of training

Training on reforestation, manufacturing Kamado, litchi production are organized **in each training unit and will be repeated 3 both for reforestation and Kamado or 2 time** for the production of litchi in the same training unit, where the demands of the people. As for training on stabilizing lavaka and production of fry, they are organized **according to the demands of the people. For 1<sup>st</sup> theme, the "Contractor" strives more** find people interested in stabilizing lavaka and an interested party may request the implementation of this training. As regards the production of fry, the " Contractor "consult with the Japanese expert to clarify the conditions, procedure and steps its implementation.

Training on each topic includes the following steps.

- **Reforestation with the 2 steps: Production of the plants and in the sheath Transplanting**
- **lavaka Stabilization having 2 steps: social preparation and technical training**

#### 5. Monitoring of the activities of the people and taking vis-à-vis the problems encountered reactions

The "contractor" must be well informed on the situation of the populations of activities and the difficulties they face after training by collecting information especially through direct discussion with the people in the direct monitoring by the area manager and local trainer or sometimes by the Executive Manager. These difficulties identified should be well managed the zone manager and the local trainer or by the executive manager if necessary.

(1) Development of the methodology and monitoring of the content as well as the communication system with zone managers

**In 2015 The "Project" sets up a new system for monitoring population activities based** on direct monitoring by the area manager with local trainer. Area Managers are required to visit each training unit in the assigned area to understand what is happening actually on the ground and know the problems faced by the populations that highlight practice the acquired training.



The "Contractor" must develop the method and rational content monitoring and establish a system communication that allows it to quickly obtain information from the managers area to respond in time to problems beyond their level. Once established, the monitoring system must be tested for continuous improvement.

#### **(2) Programming monitoring and information to local trainers**

An area manager must follow sometimes over 40 training units. It is therefore essential rationally program the business trip training units not to lose time.

Moreover, the local trainer to visit the training unit shall be informed of the date and time monitoring via the local trainer loaded information. The "Contractor" supports area managers for better organization of their monitoring activities.

#### **(3) direct monitoring of implementation of population activities**

The "Contractor" performs direct monitoring of the activities of people using the area manager.

This monitoring aims to:

- Ensure that information or property has been well transmitted to people and correct errors on the spot, if necessary;
- Identify problems through direct contact with people, help them solve these problems at their level, or inform the Executive Manager or the Manager Main appropriate
- Strengthen the capacity of local trainers on the job
- Involving local authorities (Head fokontany, community leaders, village leaders) to maintain contact with the leaders or positive benefit of local contexts (meetings organized by fokontany, general assemblies, mass, etc.) to understand the problems and make sensitization on the project

The "Contractor" must support area managers so that they can achieve the goals above in their monitoring activities.

#### **(4) Taking vis-à-vis the problems encountered reactions**

The "contractor" must take immediate measures necessary, by itself or with the area managers, to help people solve their problems with "Project" activities.

If taking measurements requires non-planned activities in this contract or other changes, the "Contractor" informs the "Client" without delay for approval.

### **5. communication opportunity with the specific purpose**

The "Contractor" will create the next communication opportunity, with the specific purpose.

#### **1) Meeting of area managers**

This meeting aims to exchange experiences with the other Contracting working in

Zone 2. The "Project" attends as an advisor. Two contractors are responsible for preparation and organization of this meeting. This is an opportunity also for the "Project" transmit instructions and / or important information.

**2) Exchange with area managers within the "Contractor"**

The "Contractor" shall create the opportunity to communicate with its area managers to learn the results of their monitoring of population activities. Communication will take place in various forms: short meeting with all the managers, individual meeting, participation in monitoring, telephone, correspondence, etc.

**3) Meeting with local trainers**

The "Contractor" will organize a meeting with local trainers in group training units to inform them in time of significant events such as the investigation or distribution of goods and to harmonize their views vis-à-vis the activities "Project". This meeting is not the place to follow but of providing information from the "Contractor" or the "Project".

Not to absorb the time zone managers who are already overwhelmed activities, the "Contractor" "Confines itself strictly necessary in the organization meeting or meeting request to managers area a considerable shift or time.

**V. Programming Agreement**

The "Activity outsourced" to achieve the "Contractor" will run from May 2015 until end January 2017 Or by approximately twenty-one months (21 ) in total. The manager of the work schedule Senior, Executive manager and financial manager is defined in the table below.

Year	2015												2016												2017						
Month	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1										
Senior Manager	[Solid black bar]																														
Executive Manager	[Solid black bar]																														
Financial officer	[Solid black bar]																														
monthly reports	[Yellow bar with blue arrows pointing up from month 5 to month 21]																														
Evaluation																															*

**IV. Bonus termination**

The "Client" provides an end-bonus contract for the main manager, executive manager, the financial manager and area managers. The amount of the paying agent and the bonus area managers is equivalent to their monthly salary, while the amount allocated the main manager and executive manager will be determined according to criteria determined by the "Customer" "And the" Contractor ", specified in Appendix 7.

## **VI. Report writing**

The "Contractor" must submit to "Customer" the monthly financial report and the activity report

**Monthly before 07<sup>e</sup> day of each month. The final report should summarize all activities and**

results of the first period of the outsourcing and must be submitted to the "Customer" fifteen days before the term of the contract.

### Monthly Financial Report

- 1 ) Accounting Report**
- 2 ) Receipts of all expenditures**
- 3 ) Table showing the evolution of expenditures by category and month**
- 4 ) final financial report (to be submitted only at the end of the contract)**

### Monthly Activity Report

The "Contractor" must submit to "Customer" data 2) and 3) entered in the formula set by the customer ".

- 1 ) Minutes of the meeting of area managers and contents of information during meetings**  
Occasional local trainers
- 2 ) Update on the progress of the implementation of the extension structure (Activities awareness, determining forming units and their groups, and selection of Local trainers)**
- 3 ) Summary of training of the month (number of trainings and participants per Fokontany)**
- 4 ) List of materials needed for the training provided and distributed (description and quantity theme for each forming unit)**
- 5 ) Number of certificates to be granted scheduled for next month and the number of certificates issued during the current month**
- 6 ) Summary of the month follow-up activities (number of training units followed by managers zone or other managers, monitoring purposes)**
- 7 ) Direct monitoring result of population activities (location of their activities, problems and solutions, other notes)**
- 8 ) Various**
  - HR change attributed to outsourcing and reasons for the change
  - building human resource capacity-related activities
  - Recommendations for improving the procedure training and monitoring
  - Held meeting with local trainers and area managers
  - Other remarks (sale housing through NGOs), etc.

Annex 1: List of targeted Fokontany

	town	targeted fokontany
Area activities	XXX	
	XXXX	

Appendix 2: Code of Conduct

**FITSIPI-PITONDRANTENA -manager OF ZONE-**

**1. Miezaka Manatsara ny fomba FIASA @ alàlan'ny:**

- a. Fifampiresahana @ sy fanelanelanana NGOs, sy ny ny FL Tantsaha
- b. Famporishinina sy fanomezana torohevitra
- c. Fandinihina sy ny famantarana fomba amam-panaon'ny Tantsaha
- d. Fitadiavam-bahaolana amin'izay olana mety hitranga

**2. Manaja sy ny mihaino Tantsaha**

- a. Tsy manome tsiny azy raha tsy misy fetezan-javatra eny Ifotony
- b. Tsy manome tsiny raha tsy sendra tanteraka ny fifanarahana
- c. Ny tsy mibaiko Tantsaha fa manaja kosa ny fanapahan keviny-sy ny fahalalahany
- d. Manaja ny fandraharam-potoan'ny Tantsaha mandrindra ary ny asa arak'izany
- e. Manaja ny fomba amam-panaony
- f. Manaja sy ny mihaino heviny

**3. Miezaka hatrany Manatsara sy ny ny fifampitokisana fifandraisan'ny Tantsaha sy ny FL**

**amin'ny alàlan'ny:**

- a. Fanamamafisana hatrany ny ny traikefan'ny FL mandritra Dinika mitokana atao aorian'ny fanarahamaso Ifotony
- b. Tsy fanapahan-teny azy mandritra ny fiofanana na fivoriana iarahana amin'ny Tantsaha

**4. Mijery ny lavitrezaka hatrany**

- a. Tsy amin'ny asa mionona fotsiny ankehitriny fa ny Mitsinjo indrindra aoriana

**FITSIPI-PITONDRANTENA -manager EXECUTIVE / MANAGER principal-**

**1. Mametraka fifandraisana matotra amin'ny MZ @ alàlala'ny:**

- at. Fanomezana sehatra hihainoana ny MZ
- b. Fanomezana torohevitra sy fanamafisana traikefa
- c. Fametrahana sehatra ifanakalozana mba hipetrahan'ny fifampitokisana (indrindra ho an'ny fanapahen-kevitra lehibe)
- d. Fifampiresahana, fanomezan-danjany hevitra ny MZ

**2. Manampy sy mitarikany MZ hahay hahaleotena**

- at. Tsy tenenina azy foana ny tokony ataony ho sy ny mba anaovany izany
- b. Avela hisaina sy Hiasa malalaka ny MZ mba hitady vahaolana amin'izay olana mety ho sedrainy @izany
- c. Omena fahalalahana ny ny MZ traikefany hanatsaràny
- d. Miezkaka hatrany mametraka fitokisana ny MZ, ka tsy manome tsiny fa azy kosa Manampy hamantatra ny hadisoany mba hanitsiany izany

**3. Mamantatra zavamisy ny eny Ifotony**

- at. Mandray, mihaino mamakafaka ary ny avy amin'ny tatitra MZ
- b. Midina Ifotony rehefa misy liana izany

**4. Manaja sy ny mihaino Tantsaha**

- at. Tsymanometsinyazyrahamisyfyfetezan-javatraenyifotony
- b. Tsymanometsinyrahasendrasynterakanyfifanarahana
- c. Tsymibaikonytantsaha fa manajakosanyfanapahan-kevinyynyfahalalahany
- d. Manajanyfandraharam-potoan'nytantsahaarymandrindranysaarak'izany
- e. Manajanyfombaamam-panaony
- f. Manajasy mihainonyheviny

**5. Mijerynylavitrezakahatranay**

- at. Tsymiononafotsinyamin'nyasaankehitriny fa mitsinjindrindranysaoriana
- b. Miezakamandrasymanatsaranytraikefarehetraavyamin'nytetikasaahafahanamanohynyasaorian'nyfahataperan'nytetikasa
- c. Miezakamanatratranfyfahaleovan-tenaara-bolaho fanohizananyasaorian'nyfahataperan'nytetikasa (Mitadynyfombarehetrahampiroborobonyfidiram 'ny NGOs)
- d. Mametrakasahadynyrafitraifotonyhoamin'nylavitrezakaamin'nyalàlan'nyfampiofananany "Contacts"

**CODE OF CONDUCT -AREA MANAGER-**

1. We are try trying to Improve our approach by:

- a. Communicating and making the connection with NGO, LT and the farmers
- b. Encouraging and giving advices to farmers
- c. Observing and understanding the attitudes of farmers
- d. Seeking solutions together with the farmers

2. Respect and listen to farmers

- a. We never blame Any villager farmers whenever will exchange Their Mind
- b. We never blame Any villager whenever will prior arrangement is not Fulfilled
- c. We do not tell farmers what we want 'em to do, respect Their goal decision and freedom
- d. We respect the schedule of farmers, and try to arrange our schedule DEPENDING on Their availability
- e. We respect villagers pace and traditions
- f. We respect and listen to Their Opinions

3. Try to Improve the relationship and the communication entre LT and farmers by:

- a. Reinforcing the capacity of the individual LT During discussions with the direct monitoring after-LT
- b. Not Interrupting the LT during training and meeting with farmers

4. Have a long-term scope

We do not just focus on the present work, we now act for the future, over-the-weekend project

**CODE OF CONDUCT AND MAIN -EXECUTIVE MANAGER-**

1. Create good communication with Area Managers by:
  - e. Giving priority and time to listen to AM
  - f. Providing The Necessary capacity building and giving advices to AM
  - g. Create opportunity for exchanges to suit les the mutual confidence (especially for major decisions)
  - h. Establishing permanent communication and valorization of AMs opinions
2. Support and lead AMs to be independent
  - at. Do not always tell AM what to do and how
  - b. Let them think and try and discipline Themselves
  - c. Give 'em the opportunity to learn from Their small mistakes, and Improve Their experiences
  - d. Keep giving confidence to AMs, never blame 'em. Rather help Them To Understand and Realize Their mistakes and give 'em a chance to Improve.
3. Understand the reality in the field
  - at. Receive, listen to and analyze all information Reported by AMs
  - b. Go the field When Necessary
4. Respect and listen to farmers
  - at. We never blame Any villager farmers whenever will exchange Their Mind
  - b. We never blame Any villager whenever will prior arrangement is not Fulfilled
  - c. We do not tell farmers what we want 'em to do, respect Their goal decision and freedom
  - d. We respect the schedule of farmers, and try to arrange our schedule DEPENDING on Their availability
  - e. We respect villagers pace and traditions
  - f. We respect and listen to Their Opinions
5. Have a long-term scope
  - at. We do not just focus on the present work, we now act for the future, over-the-weekend project
  - b. Try to Improve the capacity During sous le contract with the project to be ble to continue partner after the project ends
  - c. Try to Improve the financial capacity and look for Any opportunity for making business
  - d. Identify potential resource persons by now to work with in the future



Appendix 3: List of equipment for training

	Reforestation (household)		Training layering lychee (By layering)		Kamado (improved hearth)	Lavaka (for training)		Pisciculture (for training) <b>A chat with the expert</b> Japanese loaded		VCD Distribution	
Unit price	Eucalyptus robusta	20.000 Ar / kg	cost of	1,000 Ari			Ari 3000	Rice bran	50 Ari	VCD	1,500 Ari
Amount	(200.000plants / kg)	0.0025 kg	marcotting	1 palnts			12 units	100kg	100 units		1 units
	500plants / household	50 Ari	(layering)	1,000 Ari			36000 Ari		5,000 Ari		1,500 Ari
Unit price	Moringa oleifera	30.000 Ar / kg	plastic bags	20 Ari			400 Ari	poultry	100 Ari		Ari
Amount	(2.500plants / kg)	0.0020 kg	(plastic bags)	1 units			30 units	droppings	10 units		units
	5plants / household	60 Ari		20 Ari			12000 Ari		1,000 Ari		Ari
Unit price	<b>Poly tube ( Φ 8cm, 239g =</b>	2,000 Ari	string (twine)	20 Ari			200 Ari		Ari		Ari
Amount	61.86m,	0.0025 role		1 units			10 units		units		units
	2.000Ar)	5 Ari		20 Ari			Ari 2000		0 Ari		Ari
	1 Area manager = 2 Actual										
Unit price		Ari	pots (sheaths)	75 Ari			50 Ari		Ari		Ari
Amount		units	20cmx30cm	1 units			50 units		units		units
		Ari		75 Ari			Ari 2500		0 Ari		Ari
Unit price		Ari		Ari			100 Ari		Ari		Ari
Amount		units		units			50 units		units		units
		Ari		Ari			5000 Ari		0 Ari		Ari
Unit price		Ari		Ari			50 Ari		Ari		Ari
Amount		units		units			50 units		units		units
		Ari		Ari			Ari 2500		0 Ari		Ari
Unit price		Ari		Ari			50 Ari		Ari		Ari
Amount		units		units			20 units		units		units
		Ari		Ari			1000 Ari		0 Ari		Ari
cost		115 Ar / household		1,115 Ar / marcotte	0 Ari		61,000 Ar / training		6,000 Ar / training		1,500 Ar / training

### **1- Accident equipment (without injury)**

Has Immobilization on site concerned

b-search using the project (contact number: 034 97 XXX XX / 033 41 XXX XX)

c-Finding Amiable on site (form), with the signatures of concerned d-Pictures (rapid

**e-Sending XXXX the copy of the (c) (d) (under 48 hours by email)) (f- XXXX notify the**

**Insurer an insurance claim) (g Start-clearing procedures) (j-approval XXXX loss of**

documents, originals (c) (d))

### **2- Accident with personal injury and damage**

Has Immobilization on site concerned

b-search using the project (contact number: 034 97 XXX XX / 033 41 XXX XX)

c-Finding Amiable on site (form), with the signatures of the d-Finding concerned by the

traffic police e-Photos

f-Reception PV accident the traffic police. (G-fast Sending XXXX copies of (c) (e) (f) (48h,

by email)) (h- XXXX notify the Insurer an insurance claim) (i-Start clearing procedures)

(j-approval XXXX loss of documents, originals (c) (e) (f))

#### Notes:

-In the 2 cases above, we must make an expertise of damage and repair expertise to

Independent and accredited by the insurance companies.

-Parts replaced during repair must reach the Insurer for observation.

-XXXX must have copies of driving licenses of drivers.

Annex5

Table: General information of the target Fokontany

town	No.	fokontany	Sectors / O Hamlets: main village (number sectors)	Distance* (Km)	Number of households	Population	accessible car	Amount or Downstream	Roadside principals (RP) Less than 1 hour RP More 1h RP			
XXXX	1											
				<b>Total (+ Sectors Hamlets)</b>								
	2											
				<b>Total (+ Sectors Hamlets)</b>								
	3											
			<b>Total (+ Sectors Hamlets)</b>									

Appendix 6: Tentative schedule of training

Année	2015												2016												2017
	Mois	May	Jun	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.			
<b>Formation</b>																									
1 Reboisement																									
1) Production des plants																									
2) Repiquage dans la gaine																									
2 Stabilisation des lavaka																									
1) Sensibilisation et Réception des Demandes																									
2) Visite d'un lavaka à cibler avec les victimes et identification des matériaux																									
3) Réunion préparatoire																									
4) Mise en œuvre de la formation																									
5) Suivi																									
3 Arboriculture fruitière (litchi)																									
1) Préparation (marcottage)																									
2) Marcottage																									
3) Plantation																									
4 Foyer amélioré (Kamado)																									
5 Lutte contre les feux de brousse																									
1) Sensibilisation et Réception des Demandes																									
2) Mise en œuvre de la formation																									
6 Riziculture																									
1) Sensibilisation et Réception des Demandes																									
2) Formation théorique																									
2) Formation pratique par PAPRiz																									
7 Pisciculture production d'alevins																									
1) Préparation des bassins																									
2) Elevage géniteurs																									
3) Reproduction																									
4) Collecte alevins																									
8 Enquête																									
1) Reboisement																									
Travaux champêtres (Rizière)																									
Travaux champêtres (Tanety)																									
Saison des pluies																									

Appendix 7: AWARD CRITERIA BONUS

<b>Evaluation criteria</b>	<b>objectives</b>		<b>Score</b>
perpetuation of acquired shares			
1. Number of reforestation training (2 years)	Andilantoby	690 of 864 (80%)	0.5
	Ranomainty	268 of 376 (80%)	
2. Rate of households owning tanety who reforested	Andilantoby	50%	2
	Ranomainty	30%	
3. Number of training kamado	Andilantoby	196 of 246 (80%)	0.5
	Ranomainty	68 of 84 (80%)	
4. Rate of households used kamado	Andilantoby	(to review)	2
	Ranomainty		
5. Number of lavaka treated and maintained	Andilantoby	25 of 36 ([including 16 already treated + 20 to be processed 2015] are maintained)	2
	Ranomainty	2 of 2 (spoke)	
Communication strategy			
Average number of training participants		15	0.5
Sustainability of activities			
households rate receiving sheaths		50%	0, 5
Number of certified resources on stabilizing lavaka		(To be reviewed depending on the number of planned training)	1
Placing on writing a distribution strategy in collaboration with sheaths DREEF (after the project)			1
<b>Total</b>			<b><u>10 pts</u></b>

**After scoring each item, so the grand total of points is:**

8/10 = bonus rate 100% of the monthly remuneration

6/10 = bonus of 90% of the monthly remuneration

4/10 Bonus = 80% of the monthly remuneration

Below 4 = no bonus.

NOTE:

- The criteria on reforestation and the use of kamado will be reviewed based on the results of the impact study that the project will perform from June until August 2015. Also note that the objectives correspond to the Project indicators which mainly concern the initial 3 municipalities.
  
- Resources People certification criteria for lavaka:
  - Guidance for every step of forming on the stabilization lavaka
  
  - Conduct two training themselves (4 steps, each assisted and evaluated by the Manager Zone)
  
  - Certification if successful evaluation