



Livestock Emergency Guidelines and Standards

Livelihoods-based livestock interventions in disasters

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LEGS Training Strategy

April 2012 Version

The LEGS Project is engaged in rolling out a training programme across developing regions of the world, following the Sphere training model, in order to promote the uptake and implementation of the LEGS standards and guidelines in emergency situations. This Training Strategy sets out the process and mechanisms whereby the training is delivered and the accreditation process for LEGS Trainers.

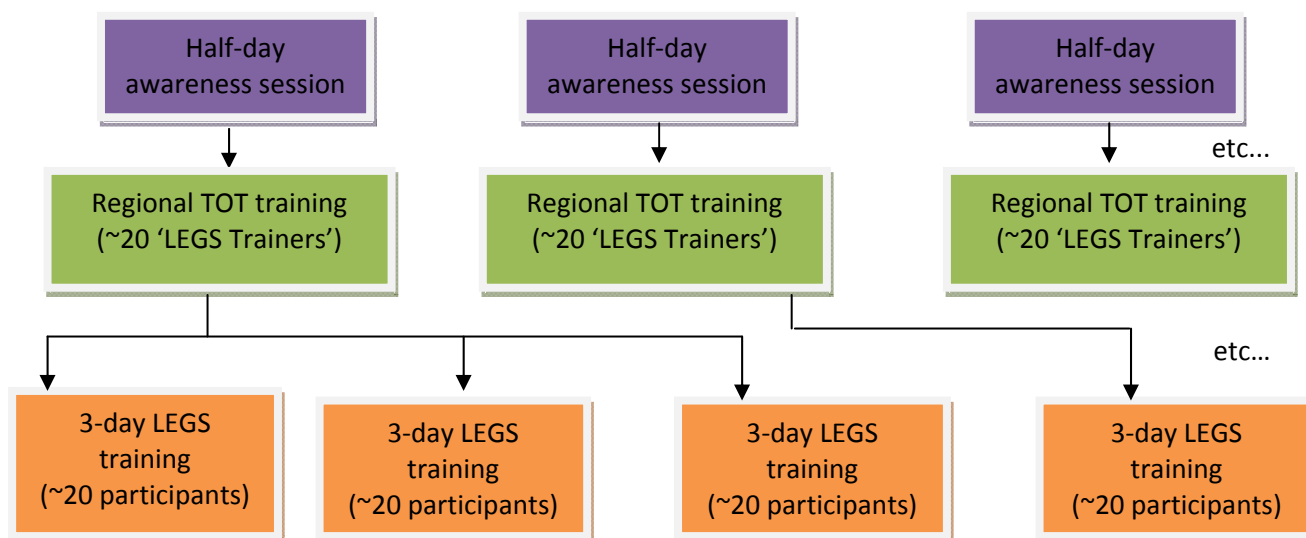
LEGS Training: Overview

LEGS Training of Trainers (TOT) courses are run in developing regions. Each TOT results in a cadre of 18-24 LEGS Trainers in that region, who are equipped with the skills and materials to carry out LEGS Training Courses in their own countries. The LEGS Project takes responsibility for the preparation of the training materials and TOT methodology with the TOT Trainers, and for the running of the TOT Trainings in the regions. Thereafter LEGS Training Courses are commissioned by interested organisations, using the LEGS Trainers.

Where possible, a half-day training and awareness session is delivered in the region where a TOT is to be held, up to 3 months prior to the TOT itself. This half-day training is aimed at decision makers and donors, and uses exercises and content from the 3-day training to promote both uptake of LEGS and participation in the forthcoming TOT.

This process is summarised in the diagram below:

Figure 1: The LEGS Training Process



LEGS TOT Training Team

The LEGS TOT Trainers are currently a group of six consultants who have been recruited based on their livestock, emergency and Sphere experience, to develop the LEGS training materials and deliver the regional TOT Trainings. They deliver the TOT training courses in pairs, combining livestock and Sphere training expertise. During the current phase of the training programme (2012-2014) it is not anticipated that additional TOT Trainers will be recruited, although this may be considered in the future.

Where possible (and affordable), an additional trainer/assistant is included in each TOT, in order to mentor and build capacity, as well as providing local context. Candidates for this mentoring role must have participated in a LEGS TOT and have delivered a LEGS Training themselves.

The first edition of the LEGS training materials for the TOT and the 3-day Training was developed by the Training Team and produced in English, with French, Spanish and Arabic translations. Following a review meeting in March 2012, and drawing on feedback from completed TOTs and 3-day training courses, the materials are being updated and revised.

LEGS Half-day Training

The LEGS half-day training has been developed using selected materials from the 3-day course, together with information on the current and future activities of LEGS. It is designed for decision-makers and donors, including local government, to increase awareness and understanding both of the LEGS guidelines themselves and of the training programme.

Where possible a LEGS half-day training is scheduled 2-3 months prior to each regional TOT, in order to raise awareness about LEGS and generate interest in the training. Local media should also be invited to increase publicity about the forthcoming training.

The half-day training is delivered by members of the LEGS Training Team, the LEGS Secretariat, or the LEGS Steering Group.

LEGS TOT Course

The LEGS TOT course is run over six days. The first three days consist of a 3-day training, followed by three days focusing on adult learning, training practice and planning to be a LEGS Trainer. Some participants may therefore attend the first three days only.

The TOT Training Courses result in a cadre of *LEGS Trainers* in each region, hence the selection criteria, outlined below, focus on participants who will have both the capacity and the opportunities to carry out LEGS training in the future:

1. Participatory training experience
2. Livelihoods or livestock experience in emergencies
3. Commitment to carry out LEGS Training Courses at least twice a year on demand
4. Commitment from employer (where applicable) to release Trainer to carry out LEGS Training Courses at least twice a year as required, in addition to any internal trainings that may be carried out [terms of release to be negotiated between the employer and the commissioning organisation]
5. Proficiency in written and spoken English (or French/Spanish as applicable)
6. Familiarity with LEGS (experience of applying LEGS in the field desirable)
7. Familiarity with Sphere (desirable)

Applicants are encouraged from NGOs, government agencies, international agencies and individual consultants, and are screened by the LEGS Secretariat before acceptance onto the LEGS Training Course. Gender balance and cultural diversity are considered in the application process. Where the applicant is employed, a letter from the employer is required to confirm acceptance of the commitment outlined in point 4 above.

The maximum number of participants at a LEGS TOT is 24, while the minimum is 15. Thus far there have been significantly more men than women attending LEGS TOTs (and similarly for the 3-day Training), reflecting the dominance of men in the livestock sector. Women will be further encouraged to apply through broadening the advertising of the TOTs to include humanitarian networks such as ReliefWeb, and local humanitarian coordination networks in the region.

Bursaries to cover the cost of attendance at the TOT Trainings are available, for which successful applicants may apply. The LEGS Project usually has sufficient funds to provide bursaries for up to 12 participants at each TOT.

The TOT Trainings are organised in collaboration with a host organisation in the relevant country. The role of the host is to help to identify a suitable venue; to help to identify services for printing/ photocopying and airport transfers; and to provide advice (and invitation letters where required) for visa applications etc.

LEGS 3-day Training Course

The 3-day LEGS course is aimed at practitioners and users of the LEGS Handbook, and uses participatory methodology to encourage the uptake and implementation of the guidelines and standards. Training materials and handouts support this process. The course is designed for up to 24 participants.

The LEGS Project does not organise 3-day Trainings itself, but aims to help to create demand among implementing agencies. During the TOT, participants are given a number of scenarios for organising a LEGS Training:

Scenario 1: The LEGS Trainer is an independent consultant. He/she is approached by a group of three NGOs who have decided they would like their staff trained in LEGS. The NGOs cover the cost of the training, hiring the venue, transporting the participants if necessary, and providing the LEGS handbooks for all the participants. A consultancy contract is drawn up with the LEGS Trainer, who is commissioned to provide a 3 day LEGS Training, and is paid a daily fee for the training (and preparation days), and their accommodation and travel costs are covered as necessary.

Scenario 2: The LEGS Trainer works for an international NGO. Another, large, international NGO wishes to train its staff in LEGS. The programme manager of this NGO liaises with the line manager of the LEGS Trainer who agrees that the Trainer will be released, free of charge, to carry out a 3-day LEGS Training. The commissioning NGO covers the cost of the training venue, and any other costs of holding the training. The LEGS Trainer carries out the LEGS Training for this organisation during his/her ordinary work time, and does not receive any additional payment.

Scenario 3: The LEGS Trainer works for a UN agency such as FAO, which works closely with government. Part of the agency's mandate is to increase the capacity of government staff, so the agency organises and runs a LEGS Training for government staff, using the LEGS Trainer, as part of this work. The agency covers the cost under its capacity building programme, and the LEGS Trainer carries out the training as part of his/her work as a staff member.

Scenario 4: The LEGS Trainer works for an NGO, which wishes to train its own staff in LEGS. The Trainer carries out the training within his/her organisation as part of their work as a staff member.

Scenario 5: The LEGS Trainer is an independent consultant or part of a consultancy firm and decides to organise a LEGS Training and invite NGOs and other agencies to send their staff. The consultant develops a price for the training which includes covering the cost of the venue and materials, and also a fee for him/herself.

LEGS Trainers are obliged to notify the LEGS Project when they carry out a LEGS Training, including a summary of the agenda, the participant list and a summary of the training evaluation (a format for this report is included in their Trainer's Guide). The evaluation format includes encouragement to participants to send additional feedback on the training direct to the LEGS Project, so that the quality of the training delivered by the LEGS Trainers can be monitored by LEGS.

In order to be considered as a LEGS Trainer, individuals must have completed a LEGS TOT. If a previously untrained person helps to deliver a 3-day LEGS Training (even if the course is run by a LEGS Trainer) they will not be considered as a LEGS Trainer unless they themselves have completed a LEGS TOT.

Accreditation of LEGS Trainers

Following the TOT Training, the LEGS Trainers are given a certificate of attendance, assuming they have attended the course in full. Their names and contacts are made available to any organisations and individuals in their region who may be interested in commissioning or attending a LEGS Training, but are not published on the LEGS website (this is only for accredited trainers).

After one year, if a TOT graduate has carried out two training courses as agreed above, on production of a letter from their clients that the training was satisfactory and on production of positive evaluation results, they are considered as an accredited LEGS Trainer. Accredited trainers receive a certificate and their details are added to a list of LEGS Trainers on the LEGS website, so that interested organisations can commission them to carry out LEGS Trainings in future. The LEGS Project also promotes use of these LEGS Trainers through the website and mailing list.

The LEGS Project reserves the right to withhold accreditation in cases where the training delivered was not satisfactory and/or was not in line with LEGS principles and approaches. If a TOT graduate has not carried out any LEGS Trainings two years after their TOT, they will be considered 'inactive' and their name will be removed from the list of available LEGS Trainers.

A limited access page on the LEGS website will be established to enable accredited LEGS trainers to exchange materials, experiences and new ideas. If refresher training is developed, it will be mandatory for LEGS Trainers to complete the refresher course in order to remain accredited.

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