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EXECUTIVE SUMMARY

Background & Context

The Farmer Field Business School (FFBS) is an innovative & empowering approach developed under CARE's Pathways to Empowerment program. Designed to be gender-transformative, market-based, & nutrition-sensitive, FFBS engages women in equitable agricultural systems focussing on improving their productivity & profitability & empowering them to become successful farmers, business people, leaders, & agents of change. With a proven impact in over 18 countries, CARE is committed to expanding FFBS equitably through digitalization. As part of it's Scaling Network (now called 10x), CARE launched a global challenge for AgTechs whose solutions are commercially available and have the potential to scale. As a winner, Kuza, was given a choice to work with Care country offices across Tanzania, Ethiopia, Bangladesh. In 2023, Kuza partnered with CARE Bangladesh to conduct entrepreneurship training & coaching for selected LSPs, local networks of LSPs, farmers, suppliers and buyers of SHOUHARDO III Plus program. Given the experience of working with CARE Bangladesh on the Shouhardo program, Kuza suggested to co-create and pilot the Digitized livestock FFBS modules in Bangladesh.

CARE, **Shouhardo III program** of Bangladesh and **Kuza**, have collaborated to digitize the FFBS content with support from SUFFBS technical teams, enhancing learner engagement, sustainability, and outreach to vulnerable farmers, including women and youth. This partnership has been instrumental in creating digital tools that ensure broader access to training resources and support the practical application of improved livestock practices to foster long-term livestock productivity and gender equity, driving sustainable agricultural development and community empowerment through a more inclusive and effective learning environment. The digital livestock FFBS is **piloted** in **6 districts** of Shouhardo program in Bangladesh with **10 Local Service Providers** facilitating the sessions to 200 Farmers.

Acknowledgement: We would like to extend our heartfelt gratitude and appreciation to C-USA SUFFBS technical teams, CARE 10x and Care Bangladesh (Shouhardo program) for their technical and resource contributions throughout the digitization process of the Livestock FFBS modules. Their expertise and

support have been vital in advancing the digitization of the livestock Farmer Field Business School (FFBS) initiative, through the pilot across 6 districts of Bangladesh.

Partnership Objectives & Scope

- 1. Conduct content diagnosis identifying compatibility with digital formats, and opportunities for enhanced engagement.
- 2. Create a strong instructional design strategy that aligns with the livestock FFBS objectives including well-structured content outlines, storyboards, and scripts thoughtfully tailored to the target women small scale farmers' needs.
- 3. Execute the digital content production emphasizing quality and relevance to women small scale farmers' context. This involves inclusion of interactive components to enrich the overall learning experience.
- 4. Analyze the potential for a social enterprise partner to enable greater localization, reach, and sustainability of CARE's FFBS programming, within & beyond Shouhardo III.

Background of Shouhardo program

Shouhardo III, one of Care Bangladesh's' flagship project supported by the USAID, has the goal to deliver improved, gender equitable, and resilient food and nutrition security to 168,521 vulnerable households of the Char, Haor regions in Bangladesh by 2024. The program has 2,500 Local Service Providers (LSPs) who act as the last mile service providers to engage farmers. Shouhardo III program has competitively sourced Kuza's innovation with the primary objective to empower and strengthen the 450 LSPs across Char & Haor regions and 08 districts, through targeted coaching & mentorship, fostering sustainable entrepreneurship Development. This was accomplished by:

- 1. Providing entrepreneurship training and coaching for selected LSPs. 15% of the 2,500 LSPs were chosen as Model LSPs and underwent the Kuza Leadership Academy program, a 15-week entrepreneurial incubation initiative. They received personalized Android tablets, shared portable digital projectors, and wireless router devices.
- 2. Digital platform to access Good Agricultural Practices on various value chains
- 3. Digital record keeping tools that helps them in capturing the profile of their farmers, service providers; record the demand for products and services from their customers (farmers); record their income and expenses; generate financial statements to build their credit history
- 4. Creation of Local networks of LSPs, farmers, suppliers and buyers by forming Business Networks at the union level and supporting them to move towards self-sustainability
- Bridging the gap between LSPs and private sector and government sector actors through organising Ecosystem actor meetup across 8 districts
- 6. Co-creating and Piloting Livestock Farmer Field & Business School (FFBS) digital content through Model LSPs/BNLs as part of community engagement and development



Participant receiving personalized Tab from COP



LSP receiving personalized mentorship from Kuza Mentor



Kuza Mentor at the LSP's shop, where he sell seeds, pesticides & other chemicals



Scope of the livestock FFBS Digitization

Kuza customized it's programming and digital infrastructure following an **Agile methodology** based on the **open innovation principles** to meet CARE Shouhardo program goals & support CARE's global technical teams in digitization of the livestock FFBS. The key steps for transitioning the traditional livestock FFBS content into digital formats, ensuring the content is engaging, culturally sensitive, accessible, and effective involved were:

- 1. **Content Diagnosis**: Evaluating the current livestock FFBS materials for digital compatibility to ensure they meet farmers' needs.
- 2. **Instructional Design:** Crafting detailed storyboards & scripts tailored to the local context and language of farmers, through a co-creation process with the local SHOUHARDO III plus teams, SUFFBS and CARE 10x.
- 3. **Digital Content Production:** Creating high-quality multimedia content in Bangla and English based on instructional designs with the support of the SHOUHARDO III plus technical team.
- 4. **User Testing:** Conducting trials with farmers and LSPs to gather feedback & refine content for better understanding and usability.
- 5. **Post-Production:** Finalizing content with integrated audio/video elements in Bangla for maximum accessibility.
- 6. **Multichannel Integration:** Distributing digital content across mobile apps, web platform, and digital toolkit.
- 7. **Optimization:** Enhancing content for Kuza's digital platform to ensure smooth access and usability.
- 8. **Training LSPs**: Providing LSPs with digital tools and training methodologies to effectively deliver FFBS content.
- Monitoring and Evaluation: Implementing systems to assess the impact & effectiveness of digitized FFBS modules
- 10. **Sustainability and Reach:** Collaborating with local stakeholders to expand the reach and maintain the sustainability of CARE's FFBS programs.

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Interactive activity during the FFBS Deep dive workshop in Dhaka



FFBS: ToTs & Master Training finalizing the Seasonal Calendar & FFBS sessions for the Farmer Groups



BNLs received their Digital Toolkit after the ToT before starting farmer trainings



Livestock FFBS Digitization & Pilot Activity Planner

Collaborative effort between CARE Bangladesh, CARE Global Team, & Kuza focused on Facilitation, Livestock, Gender, and Market with cross-cutting Nutrition Theme.

- 1. The collaboration scope, methodology and timelines were determined in a design workshop in November 2023, involving CARE Bangladesh, CARE global team and Kuza.
- 2. Three major FFBS global toolkit modules were selected for digitization: Gender tools, Livestock tools, and Marketing tools.
- 3. Nutrition tool was integrated as a cross-cutting theme relevant across the modules.
- 4. The Pilot for the Digital FFBS sessions was done under the Shouhardo program
- 5. The pilot focused on livestock value chains, specifically cows, goats, chickens, and ducks.
- 6. The priority modules (39) were identified for the pilot, with Kuza digitizing content from the FFBS Livestock manual
- 7. Modules included introduction, objectives, case stories, self-reflection, highlights, and summaries, with value chain information cards, activity guides, and quizzes for interactivity.
- 8. 10 Model LSPs from the Shouhardo program were trained as facilitators through a four-day Training of Trainers by Shouhardo III Plus Technical teams and the Kuza mentors.
- 9. Field activities commenced with 200 farmers in 10 groups, each assigned a Model LSP, with the digital modules distributed into 10 sessions.
- 10. The Model LSPs conducted the FFBS training sessions using the Digital Toolkit comprising of Projector & Tab



Participants of the FFBS Deep dive workshop in Dhaka



FFBS: Training of the Trainers (ToT) conducted for the BNL (Model LSPs)x

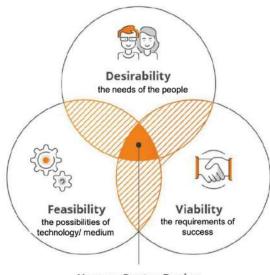


FFBS Training in progress with an All Women group farmers



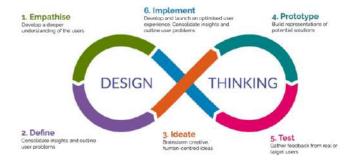
Human Centered Design Deep dive workshop in Dhaka

Human Centered Principles



Human Center Design

Stages of Design Thinking

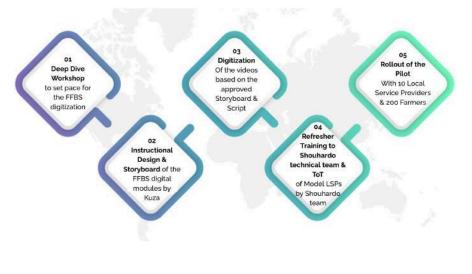


In designing the digitization of the livestock FFBS training modules to be deployed for the pilot program in the SHOUHARDO program in Bangladesh, we meticulously applied human-centered principles - desirability, feasibility, and viability based on insights from a comprehensive needs assessment report. Modules that resonate deeply with farmers' aspirations and challenges (desirability), ensuring relevance and engagement were targeted. Practicality and resource constraints were carefully weighed to ensure the solutions are implementable in diverse local contexts (feasibility). sustainability and impact on farmers' Moreover. livelihoods guided our decisions to ensure long-term effectiveness and community empowerment (viability). This approach was aimed at ensuring that the digital solutions are not only user-friendly but also effectively address the real needs identified among the target farmers.

> The Design Thinking process is a user-centered approach to innovation. It involves six stages: Empathize to understand users, Define to consolidate insights, Ideate to brainstorm solutions, Prototype to create representations, Test to gather feedback, and Implement to launch optimized user experiences. This iterative cycle ensures continuous improvement.

FFBS Digitization Journey

The FFBS digitization process included five key steps: 1) Deep Dive Workshop to set the pace, 2) Co-creation of Instructional Design & Storyboard led by Kuza, 3) Digitization of videos based on the approved Storboards & Scripts, 4) Refresher Training to Shouhardo technical teams & ToT of Model LSPs by Shouhardo team and 5) Pilot Rollout with 10 LSPs and 200 farmers.





FFBS Digitization Journey: Deep Dive Workshop

A joint design workshop was held from October 30th to November 2nd, 2023, in Dhaka, Bangladesh, aimed at digitalizing the livestock FFBS Toolkit for the SHOUHARDO III Plus program. The workshop, was attended by SHOUHARDO III Plus core team members, SUFFBS technical teams, and the KUZA team, focusing on three main objectives:

- 1. designing digital livestock FFBS tool scripts tailored to local needs,
- 2. planning the pilot implementation, and
- 3. setting performance targets and indicators.

The workshop covered human-centered design principles, user needs assessments, and practical tool design. Key outcomes included a digital FFBS design layout, a seasonal calendar, and detailed follow-up action plans for the pilot phase. A thorough and collaborative approach was taken to ensure the digital livestockFFBS tools are effectively designed, piloted, and evaluated.

- 1. **Human-Centered Design Principles:** The Deep dive workshop emphasized understanding and incorporating the needs and contexts of small-scale farmers in Bangladesh.
- 2. **Comprehensive Overview of FFBS Approach:** The workshop participants received a detailed overview of the Farmer Field and Business School (FFBS) approach, ensuring alignment with digital tools.
- 3. **Profiling Digital Users**: Identifying & understanding the target audience for the digital tools was a critical part of the workshop.
- 4. **Digital Storyboard Development:** The design process included creating digital storyboards for livestock management tools, gender, nutrition and markets.
- 5. **Pilot Phase Planning:** Extensive planning for the pilot phase included defining measurement indicators, setting targets, and ensuring a structured rollout.
- 6. **Participatory Monitoring and Evaluation**: The development and training on participatory monitoring and evaluation (PME) guidelines were crucial for assessing the pilot's success.
- 7. **Finalization of M&E Framework:** Finalization of the Monitoring and Evaluation (M&E) framework and learning questions to guide the pilot was also planned for.
- 8. **Documentation and Sharing of Learnings:** A plan was set for documenting and sharing insights from the pilot, including what works and what doesn't.
- 9. **Regular Follow-Up Meetings:** Scheduled biweekly virtual meetings to track progress and provide ongoing support during the pilot phase.
- 10. **Support from Technical Teams**: CUSA technical teams committed to providing support both virtually and in-person as necessary during the pilot period from February to June 2024.

Microlearning approach

Micro-learning was chosen as the methodology for digitization of FFBS modules due to its specific characteristics: brief (5-10 mins), targeting single learning objectives, and accessible across devices. Videos provide short instructional content, complemented by visual graphics for summaries and quizzes for reinforcement. This approach serves as a versatile learning tool, fostering skill development and knowledge retention. It encourages collaboration and engagement through group learning, facilitates effective knowledge transfer during training sessions, and offers flexibility to accommodate busy schedules. Micro-learning enhances retention by promoting better recall and sustained engagement, ensuring that learners remain interested and motivated throughout the educational process.



User Profiling:

The digitization of FFBS was tailored to profiles like Nur Jahan, a 35-year-old female farmer from Mymensingh. With limited access to resources, low digital literacy, and reliance on traditional farming practices, microlearning was chosen to deliver bite-sized, easily digestible content. This approach ensures that learning is manageable and effective for farmers with basic literacy skills. Additionally, an assisted model, through the Business Network Leader, an independent entrepreneur, Local Service Provider under the Shouhardo program, Bangladesh was deployed in the pilot to provide hands-on support, helping farmers navigate digital tools and apply new knowledge. This strategy ensures the FFBS program is relevant, accessible, and impactful, directly addressing the specific needs of rural farmers like Nur Jahan.



Components of the livestock FFBS Digitization

- 1. **Digitized Modules in English & Bangla:** Develop user-friendly modules with multimedia elements to enhance learning in both languages.
- 2. **Deployment of Digital Tools:** Create mobile apps and online platforms for wide accessibility, ensuring offline access for areas with limited internet.
- 3. **Kuza Digital Platform (App & Dashboard):** Provide a user-friendly app for farmers and a dashboard for administrators to monitor usage and effectiveness.
- 4. **Training & Support:** Offer training sessions and ongoing support to help users effectively utilize the digital tools.
- 5. **MEAL Framework:** Design a comprehensive framework to track performance and impact using key indicators.
- 6. **Customized Dashboard:** Develop a tailored dashboard for stakeholders to visualize data, generate reports, and continuously improve the program based on feedback.







Value Chains for FFBS Digitization

To ensure the value chains in the SHOUHARDO program were relevant, the approach included selecting key value chains (poultry, cattle, goat, and duck) based on local practices, community engagement, market relevance, resource availability, cultural significance, success stories, sustainability, adaptability, economic impact, and a holistic training program.

Approach for FFBS Digitization

Digitizing the Farmer Field and Business School (FFBS) training modules involved a meticulously crafted methodology framework, focusing on storytelling, demonstration, instruction, and experience sharing. Storytelling contextualized learning, making concepts relatable and memorable, with real-life narratives enhancing emotional connection. Practical skills were presented through step-by-step visual demonstrations, while structured learning cards provided detailed instruction. Sessions were designed for incremental learning, breaking down complex concepts. Interactive reinforcement was achieved through embedded quizzes and activities. Peer-to-peer learning was facilitated via group discussions and collaborative activities, fostering a supportive community of learners. This comprehensive approach ensured the modules were engaging, practical, and impactful.

Digitized Livestock FFBS Screens



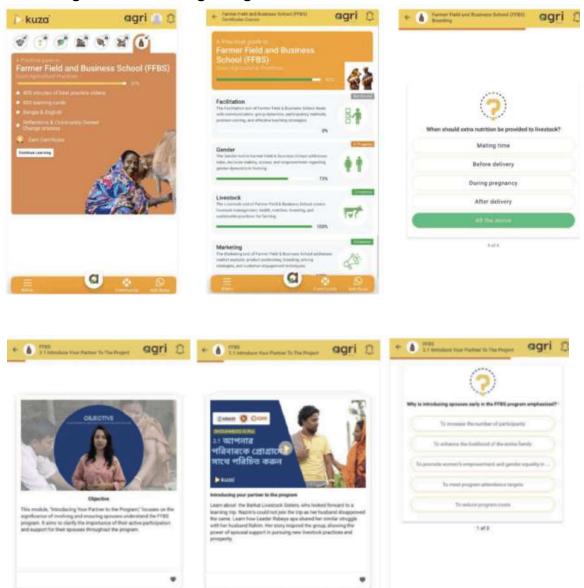
Digital Platform for hosting Digitized FFBS content

The Kuza Digital Platform is a dynamic digital platform designed & customized to host the digitized FFBS content, providing LSPs, Model LSPs and BNLs with accessible, engaging, and practical agricultural/ livestock training material including FFBS. This platform delivers concise, interactive micro-learning modules, including short instructional videos, infographics, and quizzes, which cover essential topics such as livestock management, gender inclusivity, market strategies, and nutrition. By leveraging mobile accessibility through the Kuza Digital toolkit, the Kuza platform ensures that valuable knowledge is available anytime, anywhere, fitting seamlessly into farmers' / LSPs busy schedules. Additionally, it promotes a collaborative learning environment, enabling farmers to share experiences and insights, thereby enhancing community engagement and knowledge retention. Moreover, the Kuza Digital Platform allows Model LSPs to record the trainings provided to farmer groups, with data aggregated into visualizations and dashboards. These tools offer comprehensive insights and performance tracking, enabling data-driven decision-making. The integrated dashboards provide a clear overview of training impacts and areas for improvement, empowering LSPs and farmers to optimize their agricultural practices. This digital approach ensures consistent content delivery and real-time monitoring, driving effective livestock education and sustainable development.

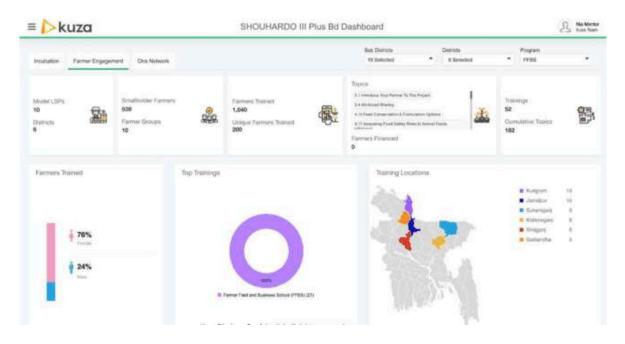




Visualization of Digital Platform hosting the Digitized FFBS modules







Visualization of Digital Dashboard for aggregation of data & visualization

Model LSP Summary: Bangladesh

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Pilot of the Digitized Livestock FFBS tools

The success of the Digitized Livestock FFBS pilot hinged on a well-defined and iterative approach.

In the pilot conducted for the digital FFBS under the SHOUHARDO program, clear objectives and metrics for success were defined, while remaining open to unexpected outcomes. A safe environment for experimentation was created, where participants shared honest feedback, understanding that imperfections were expected. Stakeholders, including farmers and facilitators, were actively engaged in the planning and execution, and participants were encouraged to share their experiences. The focus was on learning outcomes, emphasizing what was learned rather than what went wrong, and celebrating new insights. Iterations were planned, allowing adjustments based on learnings, and continuous feedback mechanisms were established. Flexibility was key, using insights gained to refine the approach and iterate towards better solutions.

Farmer Group Selection for participation in the Digital FFBS Pilot

The Digital FFBS Pilot program comprised of 10 groups across different regions and partner NGOs, with varied gender compositions: 4 female groups, 3 male groups, and 3 mixed groups. The value chains covered include 4 goat groups, 3 cattle groups, 2 duck groups, and 1 chicken group. Each partner NGO oversees two groups, ensuring diverse representation and focus on key agricultural activities.

FFBS Scaling up: Partnership approach

The partnership between Kuza and CARE aims to sustainably scale Farmer Field and Business Schools (FFBS) through strategic approaches. Leveraging CARE's extensive network and established relationships facilitates broad FFBS implementation and enhances program acceptance. Their development expertise in designing and implementing programs, particularly for marginalized communities, ensures inclusivity and equitable impact. Their robust monitoring and evaluation systems enable continuous improvement through impact assessment and data-driven decisions.

Kuza contributes its expertise in digital innovation, developing scalable platforms and tools for education and business management. They specialize in user-friendly solutions that enhance learning and business processes. Kuza's entrepreneurial support focuses on training and empowering micro-entrepreneurs in rural areas, promoting sustainable business models. Additionally, Kuza excels in producing high-quality, culturally relevant multimedia content, ensuring it resonates with local communities and addresses specific needs. This comprehensive approach ensures effective scaling and sustainable impact for FFBS initiatives

Synergies between CARE & Kuza

The collaboration between CARE and Kuza leverages their unique strengths to digitize and pilot the FFBS model effectively. Combining CARE's extensive on-ground network with Kuza's digital expertise ensures broader reach and accessibility of FFBS modules. Localized digital content is developed to meet specific community needs, with continuous feedback from CARE's field operations refining these tools. This synergy fosters scalable, sustainable business practices and empowers local entrepreneurs through targeted training and support.

Enhanced reach and accessibility are achieved by leveraging CARE's network and Kuza's digital platforms, producing localized training materials for effective dissemination. Improved training and support equip entrepreneurs with digital tools and methodologies, continuously improving through field feedback.



Scalable and sustainable models integrate Kuza's business practices with CARE's programs, ensuring self-sustaining FFBS initiatives. Empowerment and capacity building are facilitated through training and community engagement, combining CARE's grassroots presence with Kuza's interactive content. The holistic development approach ensures inclusive impact, addressing multiple aspects of agricultural and business growth for women, youth, and marginalized groups.

Scaling FFBS through an Entrepreneurship model

Scaling the FFBS model through an entrepreneurship approach leverages local service providers (LSPs) for effective implementation and sustainability. By selecting and training LSPs familiar with community needs, providing comprehensive training, and using digital tools, the program enhances its reach and impact. Community involvement, financial viability, and strong networks are crucial. Continuous monitoring and evaluation ensure relevance and effectiveness. This model, supported by regional hubs and mentorship, enables replication and expansion, creating a scalable and sustainable FFBS initiative.

LSPs are identified and trained based on community knowledge, receiving instruction in agricultural best practices, business skills, and facilitation techniques. They engage communities through demonstrations and regular training sessions, helping farmers adopt sustainable practices. Leveraging technology, LSPs use digital toolkits for interactive training, enhancing learning and application. Financial viability is achieved through service fees, input sales, and market linkages. Strong networks with cooperatives, government agencies, NGOs, and the private sector extend reach and resources. Robust monitoring, evaluation, and feedback mechanisms guide data-driven decisions and improvements. Successful LSPs mentor new ones, ensuring scalability through a Business Network model and regional hubs for centralized support.

FFBS Pilot Success Stories

FFBS Session 3 with Group 2 in Sunamganj Women Farmer group Duck value chain group



In one of the FFBS sessions, participants voiced their struggles with selling duck eggs at a fair price. The local market's unpredictable demand and low offers had left many frustrated and disheartened. Seeing an opportunity to help, Model LSP, Tahmina Apa suggested a practical solution: to bring their produce to the next session, where she could arrange for a reliable collector to purchase the eggs at a fair price.

Excitement and anticipation filled the air at the following FFBS meeting. Each participant arrived with baskets full of fresh duck eggs, hopeful for a better outcome. True to her word, Tahmina Begum had invited Shaheen Bhai, a well-known and trustworthy egg collector in the region, to the session.

Shaheen Bhai joined the group that day and examined the eggs. He offered a fair price, significantly higher than what the farmers typically received at the local market. Smiles and sighs of relief spread among the group as they realized this immediate benefit of their FFBS training and collaboration. This instant success highlighted the strength of utilizing the business network to provide bundled services and explore business connections to support farmers. The farmers witnessed firsthand how their collective





efforts, supported by the FFBS network, could translate into tangible profits. It wasn't just about the money; it was the affirmation that leveraging these connections and services encouraged the adoption of good agricultural practices, demonstrating their ability to overcome challenges and find practical solutions together.

Testimonials

"I've seen the dedication of our farmers, and it was disheartening to hear about their struggles with selling their produce. By inviting Shaheen Bhai, I wanted to create a bridge between our farmers and fair market opportunities. Today's success is just the beginning, it shows what we can achieve when we work together." -Tahima apa Model LSP, Business Network Leader

"I used to worry about how I would sell my duck eggs and get a fair price. Thanks to this FFBS session and the help of Tahmina Apa and Shaheen Bhai, I feel hopeful and motivated. Today, I sold all my eggs at a good price, and it has given me confidence for the future."

- Rashida Begum Livestock Farmer

"I've always believed in fair trade, and when Tahmina Apa approached me with this idea, I knew it was a great opportunity. The quality of the eggs is excellent, and I'm glad I can support these hard working farmers. This initiative shows how collaboration can bring immediate benefits to everyone involved." - Shaheen bhai Egg Collector

FFBS Success story from Kurigram



Ali and Ano, neighbors from Chinaihat, Kurigram, are participants in the Farmer Field Business School (FFBS) program. Determined to improve their cattle housing and prepare for potential food shortages, they diligently attended the livestock housing and food & feeding strategies sessions offered by FFBS.

Upon completing the sessions, Ali and Ano set to work on their cattle sheds. They undertook thorough cleaning and repairs, ensuring a healthier environment for their livestock. To combat the region's heat, they installed ceiling fans for better temperature control, significantly improving the living conditions for their cattle.

Recognizing the flood-prone nature of their area, Ali and Ano knew they needed a reliable solution for their cattle's food supply during emergencies. They collaborated with other neighbors to construct a joint haylage structure, a strategic move to safeguard their livestock's nutrition. This structure was a community effort, built with the collective input and labor of local farmers. On June 23, 2024, BNL Ranu Ahmed provided invaluable training on the haylage-making process, guiding the farmers through each step. This initiative ensured that even during floods, their cattle would have access to essential food. Thanks to their proactive efforts and the support from FFBS, Ali and Ano have successfully secured their livestock's well-being.

The FFBS program has been incredibly insightful for us. The video training sessions on livestock housing and food & feeding strategies provided us with practical knowledge that we could immediately start to

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implement. After renovating our cattle sheds and installing ceiling fans, we've noticed our cattle seem more comfortable, especially during the hotter parts of the day. Collaborating with our neighbors to build the haylage structure was a significant step. Although we haven't faced a flood yet, we feel more prepared knowing we have a plan in place. The guidance from the videos of the FFBS session and BNL Ranu Ahmed has given us hope. We're anticipating positive changes in the health and productivity of our cattle as we continue to apply what we've learned.

• Ali & Ano FFBS Farmer group members

For more details, please contact

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