

October 2022

WORKSHOP IN SUSTAINABLE DEVELOPMENT PRACTICE
Preliminary Terms of Reference
Fall 2022 – Spring 2023

Project Title: **Programmatic Design of Activities to Support School Principals in Leadership, School Management and Community Engagement in Guatemala**

Client/Host Agency: **Pencils of Promise**
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Background: Pencils of Promise (PoP) believes that every child should have access to a quality education. Its holistic approach includes creating safe and healthy school environments, full of well trained and supported teachers, where students can thrive. PoP accomplishes this through 1) building schools, 2) implementing water, sanitation, and hygiene (WASH) programs at the school level, and 3) coaching teachers through a Teacher Support (TS) program. PoP works in conjunction with communities, local governments, and education ministries to ensure the sustainability of its programs. Its long-term goal is for national governments to adopt its literacy-focused model, leading to stronger student outcomes and better life opportunities.

A critical component to providing a successful educational experience requires that school principals be trained and aware of the importance of leadership to support school staff, strategies on effective school management, tips for community engagement, and the importance of becoming involved in the maintenance of school infrastructure.

PoP integrates principals' workshops and coaching sessions with the idea of supporting communities with relevant information and training in order to develop the capacity in students, teachers and parents to work together towards a more participative and sustainable community.

PoP has introduced principals' trainings as a component of the TS and WASH programs in Guatemala and has seen the difficulties that may arise during the process of contextualizing management and leadership activities for this specific country and culture.

At this point, several significant challenges exist in tailoring the topics and activities for principals' workshops and coaching sessions, and the participation of a SIPA workshop team in helping to assess and address these challenges thoughtfully would be extremely beneficial to PoP staff in their efforts to train principals using the best practices possible.

Objective:

PoP would like the assistance of a SIPA workshop team to develop activities related to leadership, school management, and community engagement to incorporate in workshops and coaching sessions for school principals in Guatemala.

Tasks:

Expected tasks for the project include:

- 1) Review of materials related to PoP's current training and coaching program for school principals in Guatemala, and meetings with PoP staff to understand the challenges encountered in the training and coaching activities so far.
- 2) Desk research and expert interviews on Guatemalan culture, traditions, stories, and ways in which appropriate leadership, school management, and community engagement can be addressed in local schools.
- 3) Review of any educational curriculum related to these topics.
- 4) Review of activities used in the United States or other contexts that might be appropriate and effective for school principals in Guatemala.
- 5) Design and development of training and coaching activities for school principals in Guatemala, based on successful approaches used elsewhere and an understanding of the Guatemalan culture and context.
- 6) In-person research in Guatemala to test and refine the various activities to be piloted.
- 7) An in-depth and detailed report explaining methods for developing each activity and interpretation of results from the pilot testing period.
- 8) Assistance in early drafts of a principals' manual which will be used to further pilot and refine the activities in Guatemala.

Deliverables:

Providing PoP with all of the following materials will constitute as a successful project:

- 1) Detailed work plan
- 2) Literature review on effective school management activities already in use in other relevant settings
- 3) Draft report outline
- 4) Final report, including:

- a. Literature review on leadership and school management activities in use in other relevant settings
 - b. Results/observations from testing the proposed activities
- 5) Assistance in the development of a principals' manual
 - 6) Final presentation of key findings and recommendations at SIPA (a separate presentation to PoP staff can also be arranged).

Requirements:

Members of the workshop team should have an interest in program development, especially the process for selecting program activities. Students should also be skilled researchers, who produce highly polished and detailed reports in English. Proficiency in Spanish and country or regional experience will be an asset, as well as experience teaching in the classroom (for some team members). Comfort with traveling and collecting data in rural areas of less resourced countries (Guatemala for this specific project) is required.

Logistics:

The SIPA team will conduct desk research and informational interviews in New York City beginning in November 2022. Subject to further consultation with PoP, the team will conduct in-person study in Guatemala in January and/or March 2023. PoP will arrange for the team to receive relevant background documents and information, will provide guidance and feedback on draft deliverables, and will provide logistical support for the team's field visits. This will include:

- Pick-up/drop-off from airport
- Transport to and from schools for data collection
- Desk space for work in the Guatemala offices
- Assistance in booking accommodation in Guatemala
- Assistance in any interpretation and translation from Spanish to English or English to Spanish, when necessary.