



To express interest in this assignment please email [priyanka.subba@crs.org](mailto:priyanka.subba@crs.org)  
**CRS Farmer to Farmer Program**  
**Volunteer Assignment Scope of Work**

Notice for potential volunteers:  
 Some assignment details are subject to change.

Summary Information	
<b>Assignment Code</b>	<b>TL2XX</b>
Country	Timor-Leste
Country Project	Modernizing Agriculture sector
Host Organization	Nova Casa Fresca (NCF)
Assignment Title	Financial feasibility study for impact investment
Assignment preferred dates	November end – December
Objectives of the assignment	Review, create, and guide NCF through an investments roadmap that will bring additional revenue to NCF (understand their market and make realistic sales projections given the current economic/political situation of the country).
Desired volunteer skill/expertise	Agricultural Resource economist with financial feasibility study experience in water resources, agriculture, financing, and development in the United States and abroad.
Type of Volunteer Assistance	XXX
Type of Value Chain Activity	XXX
PERSUAP Classification <sup>1</sup>	XXX

**A. BACKGROUND**

CRS Farmer-to-Farmer (F2F) Program is a USAID funded 5-year program (July 2018 – June 2023) that will provide technical assistance from United States (U.S) volunteers to farmers, farmer groups (cooperatives and associations), agribusinesses and other agriculture sector institutions. The program objectives are to facilitate economic growth within targeted agriculture sub-sectors, enhance sub-sector inclusiveness to expand participation to a broader range of individuals and communities and to increase the American public’s understanding of international development issues and US international development programs. Volunteers, recruited from all States and the District of Columbia, are individuals who have domestic careers, farms and

<sup>1</sup> USAID precisely classifies PERSUAP in four categories; **PERSUAP Type I** assignments directly related to pesticides recommendations, **Type II** as assignments with indirectly related with pesticides, **Type III** assignments related to curriculum review and designing, business plan development and strategies development and **Type IV** as assignments associated with other USAID projects and collaborators.

agribusinesses, or are retirees who want to participate in development efforts. F2F program will assist in agriculture development, commodity value chain competitiveness and firm upgrading by providing technical assistance to introduce new technologies, innovations and development of local capacity for more productive, profitable, sustainable and equitable agriculture systems.

The Timor-Leste Ministry of Agriculture and Fisheries Strategic Plan<sup>2</sup> recognizes the fundamental importance of agriculture to Timor-Leste's economy and the impact of agriculture on poverty reduction, food and nutrition security, economic growth, and income and employment generation through its linkages to other sectors of the economy. The agriculture sector in Timor-Leste accounted for 19% of Gross Domestic Product (GDP), or over \$253 million in 2013. However, there is a considerable net deficit in agricultural trade as imports in 2014 were valued at approximately \$60 million. Major imports include rice, sugar, meat (chicken, beef, pork), vegetable oil, fish, milk, and vegetables (potato, onion)<sup>2</sup>. In rural communities 57% of women and 60% of men are actively involved in agriculture<sup>3</sup>. Agriculture consists primarily of subsistence farming with limited access to inputs, technical knowledge, and market linkages. There is a heavy reliance on traditional agricultural practices such as slash-and-burn cultivation. Most smallholdings are mixed rainfed farms growing maize, cassava, red kidney beans, sweet potato, rice, groundnut, and vegetables. Coffee, coconut and candlenut are the most common tree crops. Livestock, such as poultry, pigs, cattle, buffalo, goats and sheep are raised on a small-scale and extensive

Nova Casa Fresca is an Agribusiness company established in 2015 with the mission of contributing to Timor Leste's economy by producing and promoting organic agricultural products. The company's objectives include:

- Produce and provide horticultural products, livestock and fisheries to local and international markets
- Create competition between the local and imported products which is dominating in Timor-Leste market system as a result of economical advantages
- To attract foreigners and Timorese for high quality of local produce

The company is managed by Mrs. Hergui Luina Fernandes Alves, a female entrepreneur, and is located in Colmera, Dili, sub district of Dili. The company enjoys a working network with local restaurants and one of the largest supermarkets in the country- W Four and Falintil-Forca Devesa Timor Leste(FFDTL). The standing order FFDTL and from W- Four to supply vegetables and fruits (strawberries) is an important first step for the company to get involved in the horticulture market in Timor-Leste.

NCF understands the presence of a growing demand for horticulture products in the country as well as the need for having a strong supply chain to ensure regular supply of products to the market. To support this vision, NCF seeks to organize a strong supply chain based on working closely with farmers in Aileu in order to secure a steady and good quality supply of vegetables, closely aligned with demand from the market and they also manage their own land to produce vegetables to back up if farmer production decreases.

Since inception, the company has tried out a few ways of engaging and working with farmers to supply against market demand. This has involved distribution of some Agricultural inputs on credit, such as vegetable seeds, plastic tunnels and plastic mulch to some farmers. NCF has also tried to provide limited information on cultivation and usage of inputs. However, none of these initiatives have been successful as NCF lacks the capacity to provide technical support to improve productivity of farmers to meet the quantity and quality of products as required by NCF (which is further set by their buyers) and currently through F2F to farmer program commence train NCF staff to assist farmer groups how to manage the production thru utilize quality of compost,

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<sup>2</sup> <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>

liquid manure and organic pest and diseases control and catering services by collecting vegetables from nearly 150 farmers from their farm gate.

**B. ISSUE DESCRIPTION**

NCF would like to build two units Green Houses in Aileu to grow Capsicum and Beef Tomato, which is still depending on import products. are exploring different funding/investment opportunities. One potential opportunity is with CRS through impact investment however, the requested loan was a lot larger compared to its revenue size. (more information on this will be provided separately).

**C. OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is for an ag economist or financial expert to work with NCF to examine the market, analyze the technical and production issues, and analyze the economic factors faced by the host. The volunteer will focus on reviewing:

- Market Analysis (sales)
- Financial Statements
- Investment Plan

The volunteer needs to guide them through how each of these investments will bring additional revenue to NCF (understand their market and make realistic sales projections given the current economic/political situation of the country). Then he will need to construct different cash flows considering incremental revenues and costs (including the loan) per project to have a better understanding of their payment capacity in each scenario

**HOST CONTRIBUTION**

**D. ANTICIPATED RESULTS FROM THE ASSIGNMENT**

This assignment volunteer will contribute to the following:

- Assess host’s financial status
- Financial feasibility study conducted
- After these analyses, it will be important that NCF updates its business plan and financial statements for the Impact Investing team to review.

**E. DELIVERABLES**

1. Volunteer final report due BEFORE departure
2. Group presentation with local stakeholders at the end of the assignment in country
3. Group presentation for staff/Mission
4. Participant list
5. Volunteer outreach activities in the US and in country

**F. SCHEDULE OF VOLUNTEER ACTIVITIES IN TIMOR-LESTE**

Day	Activity
Day 1	Arrival into Timor-Leste. The volunteer will be picked by a car provided through CRS’s client hotel with a placard bearing “CRS logo and volunteer name”.

Day	Activity
Day 2	<ul style="list-style-type: none"> <li>Briefing meeting at CRS office with CRS F2F staff, security briefing and logistics and itinerary of the trip and discuss anticipated outcomes and work plan;</li> <li>Meeting with ambassador and USAID mission</li> </ul>
Day 3	<ul style="list-style-type: none"> <li>Travel to Aileu Nova Casa Fresca Field Office (47 km from Dili)</li> <li>Setup with guesthouse and other logistics</li> <li>Briefing meeting with staff Nova Casa Fresca and Local Leader</li> </ul>
Days 4	<ul style="list-style-type: none"> <li>First hand briefing on outlines of topics of the training, plan, approach, etc, and adjust the topics as required.</li> <li>Work planning discussion with the staff of the Nova Casa Fresca</li> <li>Prepare course/training and plan with the NCF to proceed with the assignment (lecturing, advising, and practicing)</li> </ul>
Day 5-6	Conduct the assignment according to an agreed schedule on Organic vegetables and strawberry (Practical, advise and training)
<b>Day 7-8</b>	<b>Report Preparation</b>
Days 9-13	Continue conducting the assignment (academic, advise and practical)
<b>Day 14-15</b>	<b>Report Preparation</b>
Day 16-18	Continue conducting the assignment (academic, advise and practical)
Days 19	<ul style="list-style-type: none"> <li>Wrap up sessions that emphasize key concepts of the assignment: the NCF evaluates the assignment and discusses final report recommendations with the volunteer.</li> <li>Group presentation to the host in the presence of CRS F2F staff and local leader</li> </ul>
Day 20	<ul style="list-style-type: none"> <li>Travel back to Dili and Debriefing at CRS office with Ambassador, USAID Mission and CRS staffs.</li> <li>Submit all reports, return logistic items and complete all required activities</li> </ul>
Day 21	<ul style="list-style-type: none"> <li>Travel back to USA</li> </ul>

#### G. DESIRABLE VOLUNTEERS SKILLS

- Agricultural Resource economist with financial feasibility study experience in water resources, agriculture, financing, and development in the United States and abroad.
- Demonstrative experience in agricultural private sector and/or on field experience
- Ability and preparedness to use relevant teaching aids and audiovisuals,
- Good communicator and interpersonal skills

#### H. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

- Before travelling to the assignment place, the volunteer will stay in [Plaza Hotel](#) at one of the CRS's client hotels that will be booked and confirmed before the arrival date.
- In Dili, the hotel usually has rooms that include services such as airport pickup and drop-off, breakfast, wireless internet, etc.
- The hotel or CRS will arrange a vehicle for short travel from the hotel to CRS or using Taxi
- CRS Timor Leste will provide the volunteer with a laptop computer (if s/he needs), local internet dongle (modem/EVDO) and mobile phone with charged local SIM-card. Any other required logistics and facilities can also be requested by the volunteer during her/his stay in Timor-Leste.
- CRS will provide a vehicle and accompany the volunteer to the place of assignment.
- During her/his assignment period on the field, the volunteer will be booked in [a hotel](#) at district that with minimum conditions the one that preferred is
- CRS Timor-Leste will arrange hotel accommodation and cover the lodging bills against receipts.
- CRS HQ will provide the volunteer with a per-diem advance to cater meals and incidences.

- Before departing to US, the volunteer will also liquidate advances (if any) at CRS Timor-Leste
- For more information, please refer to country information that will be provided

**I. RECOMMENDED ASSIGNMENT PREPARATIONS**

- Prior to travel, the volunteer will be advised to prepare necessary training and demonstrating aids and written handouts. Softcopies of the handouts and any other paper materials can be printed for immediate use at either office of CRS on request by the volunteer.
- If the volunteer requires use of simple training aids like flip charts, markers, masking tapes, etc, s/he should make the request and collect from either office at Dili office prior to travel to the assignment place.
- Translation of handouts to local languages can be done in the locality of the assignment, if shortly required. Depending on the meeting places, the volunteer may use a laptop and projector for power point presentations
- The target training is for staff, workers and beneficiaries that with high illiteracy
- Working environment and culture is people of Aileu very friendly and respectful to their guest and in the traditional ceremony they might be request as to smoke or eat betel nut, but if she/he don't like just to touch it and give back to them.
- Recommend reading are Dr. Mike Colegrove report, [USAID Avansa Project and Aileu Municipality site](#)
- Related to the weather condition now is rainy season so she/he can bring the boots or clothes resistance to water and muddy

**J. KEY CONTACTS**

<b>CRS Baltimore</b>	<b>Country Manager</b>
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<b>Host Organization:</b>	
<p><b>Hergui Luina Fernandes Alves</b>  Director of Nova Casa Fresca  Email: <a href="mailto:lully.jolly@gmail.com">lully.jolly@gmail.com</a></p>	<p><b>Jorge Avelino de Fatima Gusmão</b>  Email: <a href="mailto:jorgegusmao@gmail.com">jorgegusmao@gmail.com</a>  Telephone:+670-77867687</p>