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.

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| **Summary Information** | | |
| **Assignment Code** | | **TL234** |
| Country | Timor-Leste | |
| Country Project | Modernizing Agriculture sector | |
| Host Organization | Lanamona Credit União | |
| Assignment Title | Review five years strategic plan | |
| Assignment preferred dates | August-December, 2020 | |
| Objectives of the assignment | To review the existing (2015-2020) strategic plan to reflect the current situation of Lanamona Credit Union | |
| Desired volunteer skill/expertise | * Expert in Organizational Development * Relevant experiences in strategic plan designing * Expert in development planning and budgeting * Master results-based management approach | |
| Type of Volunteer Assistance | Organizational Development (O) | |
| Type of Value Chain Activity | Information and Input Support Services (S) | |
| PERSUAP Classification[[1]](#footnote-1) | Type III | |

1. **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 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[[2]](#footnote-2) 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)2. In rural communities 57% of women and 60% of men are actively involved in agriculture3. 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

The origins of the host organization, Lanamona Credit Union., date back to 2004 when 4 women’s groups and 25 savings and loan groups operating independently came together to identify a path to sustainability. Led by Senora Domingas dos Santos, the group proposed the creation of a credit union with a focus on serving women. In 2008, a request was submitted to the National Director of Cooperatives and Lanamona Credit Union was officially formed. Lanamona is an abbreviation of the Tetun phrase Lakon Nakukun Mosu Naroman which is interpreted as “after the darkness comes the light.” After pooling resources from their groups and providing initial deposits, Lanamona’s total assets were valued at $7,000. They have grown significantly since that time with 2018 year-end reporting indicating $889,167 in assets and total active members numbering 1,037. Approximately 60% of Lanamona’s members are farmers. Offering loans as small as $150, Lanamona plays a significant role in the agricultural value chain through financing. In 2017, in an effort to further support the large farming community, Lanamona formed a branch in their cooperative hierarchy dedicated to the procurement, training, and sale of Trevo Flor organic fertilizer.

1. **ISSUE DESCRIPTION**

After eight years of existence as a non-banking financial institution, Credit Union Lanamona continues to show significant progress. It is acknowledged that along with these developments, there a number of pressing problems increasingly come up to the surface, such as increased bad loans, high turnover of members, decreased work productivity of Board and staff and increasing seize of market with more attractive products and services offered by competitors .

These issues continue to distract the attention of Credit Union Lanamona Board to look for strategies to anticipate potential threats that could damage the existence of Credit Union Lanamoa. For that we need an introspection of the current position of Lanamona in order to know the strengths and weaknesses and can anticipate every threat with adequate action plan for next 5 years

1. **OBJECTIVES OF THE ASSIGNMENT**

The volunteer assignment will focus on providing guidance and editing Lanamona’s five-year strategic plan.

The direct beneficiaries of this assignment will be the board members and 11 staff from LanaMona and improvements in efficiency in operations will indirectly positively impact the union’s 1436 members.

Anticipated assignment topics include but are not limited to the following;

1. Review strategic plan
2. Provide feedback to the strategic plan with collaboration with Lanamona key person
3. **HOST CONTRIBUTION**

Lanamona will select, determine and mobilize the attendance for the training participants. Lanaomana will also ensure that the necessary classrooms and local training aids and other teaching materials are in place. Lanamona will also assign a focal person who can guide and facilitate the volunteer specialist during the assignment period.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

This assignment volunteer will contribute to the following:

* One strategic plan produced for 5 years (2020-2025)
* The staff of Lanamona will have the ability to review their strategic plan
* This strategic plan will guide Lanamona to be more focus on their mission and vision.

1. **DELIVERABLES**
2. Volunteer final report due **BEFORE** departure/before ending the assignment
3. Group presentation with local stakeholders at the end of the assignment in country
4. Group presentation for staff/youth group
5. Volunteer outreach activities in the US and in country
6. **SCHEDULE OF VOLUNTEER ACTIVITIES IN TIMOR-LESTE**

| ***Please note that this is a tentative schedule and will be finalized post volunteer selection with consultation with volunteer*** | |
| --- | --- |
| **Day** | **Activity** |
| Day 1 | The brief meeting between host and volunteer   * Introduction * Host share background of the organization and issue and objective of the assignment * Feedback or comment or question from the volunteer * The time, agenda and tools for next check in |
| Day 2-10 | * Conduct the assignment according to an agreed schedule and topics |
| Day 11 | * Wrap up sessions that emphasize key concepts of the assignment: the Lanamona evaluates the assignment and discusses final report recommendations with the volunteer. * Group presentation to the host in the presence of CRS F2F staff and local leader * The brief meeting with USAID and US Ambassador |
| TBD | Conduct outreach activity when back in the US |

1. **DESIRABLE VOLUNTEERS SKILLS**

* Had worked experience in strategic plan review and development
* Experience working with small farm businesses in developing countries is a plus,
* Good writing and analytical skills, interpersonal communication and presentation skills (adult education skills).
* Ability and preparedness to use relevant teaching aids and audiovisuals,

1. **IN-COUNTRY LOGISTICS**

* Lanamona will provide material for the training needs
* CRS country staff will help to setting up meeting schedule and time between host and volunteer
* CRS HQ will provide the volunteer with a per-diem advance to cater meals and incidences.
* For more information, please refer to country information that will be provided

1. **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 with a high level of illiteracy
* Recommend reading <http://timor-leste.gov.> and Todd Flynn report
* Related to the weather condition now is rainy season so she/he can bring some cream for mosquito

1. **KEY CONTACTS**

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| --- | --- |
| **CRS Baltimore** | **Country Manager** |
| **Priyanka Subba**  Volunteer Recruiter  Farmer to Farmer Program  228 W. Lexington Street  Baltimore, MD 21201  410-955-7194  Email: [priyanka.subba@crs.org](mailto:priyanka.subba@crs.org) | Jose Maria Alves Ornai  Farmer-to Farmer Project Manager,  Catholic Relief Services  Timor Leste  Rua Dom Boaventura No. 12, Motael Vera Cruz, Dili, Timor-Leste  Email: [josemaria.alves@crs.org](mailto:josemaria.alves@crs.org) |
| **Host Organization:** | |
| Domingas dos Santos  Lanamona: President  Telph: +670 77246286 | **Agustinho Martins**  Lanamona, Manager  Telephone: +670 7651 9396 |

1. 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. [↑](#footnote-ref-1)
2. <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf> [↑](#footnote-ref-2)