



Terms of Reference

Partner Organization for Tono Watershed

1. Background of the assignment

Introduction

The Sustainable Agriculture Productivity Improvement Project (SAPIP) is designed with an objective to increase the productivity and marketed production of smallholder agriculture in selected geographical locations in Timor-Leste. The Project will directly assist at least 16,500 households reaching approximately 85,000 direct beneficiaries. The Project will also indirectly benefit a larger number of households, by supporting watershed and community-level agricultural development planning that will benefit all households in a watershed (not only those receiving training or small-scale investments). Spillover effects are expected as the adoption of new agricultural practices and technologies by the direct beneficiaries begins to show results. Furthermore, by strengthening MAF's planning, programming, monitoring and evaluation functions, the Project may act as a catalyst for a more effective and responsive agriculture sector for the whole of Timor-Leste.

SAPIP is being implemented by the Ministry of Agriculture and Fisheries (MAF), through a Project Management Unit (PMU) located in Dili and six Project Implementation Units (PIUs). The project covers four watersheds which include six municipalities: Lautem (Raumoco watershed), Liquiça, Bobonaro and Ermera (Loes watershed), Ainaro and Covalima (Belulik watershed), as well as the special region of Oecusse (Tono watershed). PIUs will be established in Lautem, Liquica, Bobonaro, Ermera and Ainaro municipalities and special region Oecusse.

Project Components

Component 1: Integrated watershed agriculture development planning

The objective of this component is to improve agriculture development planning within targeted watersheds. Watershed Management Councils (WSMCs) will be formed, and Watershed Agriculture Development Plans (WADPs) will be prepared to guide planning at the watershed level. Detailed Sustainable Community Agriculture Development Plans (SCADPs) will guide investments at the community level.

Component 2: Smallholder organization, advisory support and training

Activities under the Component 2 will facilitate the formation of farmer groups where needed, building on cohesion developed during the SCADP preparation process, and strengthen existing groups formed for other purposes by NGOs and other relevant programs. These farmer groups will be supported by complementary investments in sustainable and

nutrition sensitive agricultural production and environmental protection (see Component 3) to implement SCADPs.

Component 3: Sustainable watershed management and support to farmer groups

The objective of this component is to support the implementation of SCADPs through the provision of targeted on-farm investments. These investments will include equipment and technologies promoting reduction of post-harvest losses, increasing value addition, addressing soil erosion and promoting climate resilience. Eligible investments will be defined in the Project Implementation Manual (PIM).

Component 4: Strengthening MAF's Services, Planning, Programming, Coordination and Monitoring and Evaluation Functions

This component will support MAF to strengthen institutional capacity following recent organizational changes. The support will focus on: (i) improved corporate services (including extension); (ii) planning; (iii) more efficient budget programming to increase sectoral investment returns and achieve corporate objectives; (iv) better coordination with development partner activities, and improved alignment of these activities with MAF's annual action plan; and (v) improved monitoring, evaluation and reporting. Component 4 will include support for the Timor-Leste Agriculture Advisory Council (TLAAC) and the Timor-Leste Agriculture Research and Development Institute (TLARDI), which are included in National Strategic Development Plan.

Component 5: Project management and monitoring. The Government is in the process of creating an umbrella unit within MAF to manage and coordinate the implementation of all development partner-financed projects and programs in the agricultural sector. The Secretary General will be tasked for coordinating the said umbrella unit which will be named Development Partners Management Unit (DPSMU). Whereas for managing every project, MAF will establish a project management unit which will be coordinated by a Project Manager. In the case of SAPIP, given the size and geographic scope, the project will be coordinated and managed by a separate PMU, but will also report to the DPSMU.

Component 6: Contingency for Disaster Risk Response:

Carrying out a program of activities designed to provide rapid response to disaster, emergency or catastrophic events, as needed. This component will be used in the event that an emergency response is required.

2. Objective of the assignment

In order to involve and use the skills and networks of Partner Organizations (defined as Civil Society Organizations and Non-Governmental Organizations) in the implementation of SAPIP, MAF will recruit partner organization (PO) to assist the Project Management Unit (PMU) in the implementation of a number of project components, specifically project component 1 and 2.

MAF – SAPIP proposes to hire CSO and NGO experienced in supporting the agriculture community of Tono watersheds as partner organization to implement the program in special region (RAEOA Oecusse), across 6 targeted villages (sucos).

The main objective of this assignment is to support activities under Component 1 and 2 of the SAPIP related to planning and farmer group facilitation which is expected to inform prioritization of investment support to farmers.

3. Scope of Work

For the purpose of this assignment, the selected PO will focus on Tono watershed where implementation will take place in special region (Oecusse). Under this assignment, the selected PO will be responsible for facilitating planning and farmer mobilization activities in support of the implementation of the Sustainable Agriculture Productivity Improvement Project (SAPIP) in the 6 targeted Sucos (villages) shown in the table below (Table 1):

Table1. List of Targeted Watershed, program in special region (RAEOA Oecusse) and Sucos (Villages)

Watershed	Special Region (RAEOA Oecusse)	Suco
Tono	Oecusse	39. Naimeco 40. Bobometo 41. Usi-Tacae 42. Banafi 43. Usi-Taqueno 44. Malelat

It is expected that the Partner Organization (PO) should already have a strong physical presence in special region (RAEOA Oecusse). The PO will provide all facilities, including transport and necessary office facilities, for the team to implement the program in the special region (RAEOA Oecusse).

The detailed activities under the project will be developed by the Partner Organization on the basis of focused discussion with targeted communities, and consultation with key agencies (government institutions, local NGOs, development partners) of targeted Sucos. The activities will be focusing on these key areas:

Activities under comp.1: Integrated watershed/sub-watershed agriculture development planning

- Formation and Strengthening of Watershed/Sub-Watershed Management Councils (WSMCs);
- Support for the preparation of Watershed/Sub-Watershed Agricultural Development Plans (WADPs);
- Support for the preparation of Sustainable Community Agriculture Development Plans (SCADPs).

Activities under comp. 2: Smallholder organization, advisory support and training

- Facilitation of the identification, assessment and formation of farmer groups;
- Support for farmer group development and capacity building;
- Facilitation of farmer-to-farmer learning through Farmer Field Schools, demonstrations and additional training activities;
- Provision of other training.

4. Methodology

In carrying out this task, the selected PO will:

- Gather past surveys, assessments if there was any;
- Use existing data and information to identify agro-zones which have comparative advantages in terms of production and marketing potentials
- Use associated watershed/catchment plans based on Participatory Land Use Planning (PLUP);
- Taking into account the current status of local infrastructure, which is required to release the full agriculture potential of the area.

4.1. Key outputs and outline of the tasks to be carried out

Outputs: the key outputs/results expected of this assignment are as follows and PO performance would be evaluated against its work plan:

Outputs under Component 1: Integrated watershed/sub-watershed agriculture development planning

This component will focus on activities that are designed to improve agriculture development planning within targeted watersheds such as:

- Formation and Strengthening of Watershed/Sub-Watershed Management Councils (WSMCs): this would include mobilization of communities seeking commitment of the eligible beneficiaries and stakeholders; dissemination of key messages on eligible criteria for formation of WSMCs, coordination with relevant authorities regarding WSMCs, formation of WSMCs; to empowerment the community to take ownership and control of their WSMCs;
- Identifying relevant existing programs in the targeted watersheds;
- Gathering information on past assessments, studies, surveys that have been carried out by other development partners in the targeted sucros;
- Carrying out PLUP (participatory land use planning) for target sucros;
- Supporting the preparation of Watershed/Sub-Watershed Agricultural Development Plans (WADPs). This would include development of WADPs which will use existing data and information to identify areas with good production and marketing potential, while taking into account local infrastructure. The plan will include activities that aimed to: increase the production of crops/livestock identified as priorities; increase marketable surpluses of agricultural produce; and identify complementary small-scale productive infrastructure and equipment, within the context of sustainable land management. Where such plans already exist (for example for Raumoco watershed), SAPIP will support an update of priorities based on community consultations.
- Support for the preparation of Sustainable Community Agriculture Development Plans (SCADPs). This would include participatory land use planning using communities as the planning unit. The WSMCs and WADPs will guide this more detailed planning exercise. While in targeted watersheds where SCADPs already exist, this activity will support verification and additional consultation with rural communities as required.

Outputs under Component 2: Smallholder organization, advisory support and training

Component 2 will facilitate the formation of farmer groups where needed, building on cohesion developed during the SCADP preparation process, and strengthen existing groups formed for other purposes by NGOs and other relevant programs. This would include the following activities:

Facilitation of the identification, assessment and formation of farmer groups, this would include identification of lead farmers and assisting them to form production and environmental management groups. For targeted sucos where such groups already exist, the structure and composition of the groups will be identified and assessed.

The PO will be responsible for working with farmer groups to identify leadership roles using a participatory, gender equitable and transparent approach; facilitate identification of their members' priorities and needs, aligned with the SCADPs, and deliver appropriately targeted project support. The POs will work very closely with MAF extension officers to facilitate farmer group submission of proposals for small grants under component 3 of the SAPIP, based on identified needs and SCADP priorities.

Support for farmer group development and capacity building. Once farmer groups have been formed or existing groups identified under sub-component 2.1, SAPIP will provide ongoing guidance and capacity building to ensure their sustainability and effectiveness. SAPIP will therefore develop farmer group support systems in MAF to provide continuing training on a range of activities, as follows:

- *Facilitation of farmer-to-farmer learning through Farmer Field Schools, demonstrations and additional training activities*. This will include support the training of farmer groups, including Farmer Field Schools (FFS) with learning fields/demonstration plots. Additional training support for FFS will be developed based on the SCADPs. This would also include a Sustainable Land Management (SLM) approach with a focus on climate-smart conservation agriculture.
- *Provision of other training*, this would include development of farmer group learning plans which will include training on topics other than improving productivity such as business planning, marketing, financial management (including for management of the grants to be received), environmental management, and community participation and governance. The uptake of nutritious foods and improved food safety will also be promoted.

PO will provide facilitation support for these training and FFS related activities.

Key tasks would include, but not limited to the following:

- Hire facilitation team at the suco level for implementing the program;
- Implement activities according to the terms and conditions of the contract.

5. Project Management

At the central level:

SAPIP is coordinated by a Project Steering Committee (PSC) chaired by the Secretary General and comprised of all relevant Director Generals from MAF, representatives from other related Ministries, such as Health, representatives from the special region Oecusse government, civil society, and farmer group representatives.

The Secretary General of MAF will lead the MAF project coordination unit for all development partner assisted projects (the DPSMU). A SAPIP Project Manager will be appointed for managing SAPIP and will report to the Secretary General. The SAPIP PMU and the PIUs will be responsible for the day to day implementation of the SAPIP project activities. The SAPIP PMU is based at MAF in Dili.

At Special Region (RAEOA Oecusse) level:

Project Implementation Unit will be headed by the Special Region (RAEOA Oecusse) Services Director/Coordinator and supported by a Project Officer. Special Region (RAEOA Oecusse) agriculture extension officers will provide support to project activities together with facilitation services provided by PO in the project areas.

6. Services and Facilities

In their proposals, the PO need to provide information on the type and cost of services and resources they will provide in order to carry out this assignment (i.e. personnel costs, operating costs, overhead and management costs, and taxes).

7. Qualification Requirement for each Partner Organizations

- Legal status: *Legally registered, able to provide evidence*
- Experience: Prior experience working in watershed-based community; Prior experience of implementing development agencies activities; Experience in managing donor's funds Prior experience working in watershed-based community;
- Past record : The PO should have good past records in programming, execution, reporting and M & E of activities and funds.

8. List of key professional positions

The PO needs to maintain their office in the Special Region (RAEOA Oecusse) for the project period and adequately staff with full time professionals that will help achieve the objectives of the contract. All professional staff will spend not less than 80 % of the time in the field during implementation of the contract. The Special Region (RAEOA Oecusse) office setup in the field will cover all targeted sucos.

The positions and skills required for project implementation in the special region (RAEOA Oecusse) team are as follows:

No	Designation	No. of positions	Qualification and experience
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No	Designation	No. of positions	Qualification and experience
1.	Team Leader	1	a) Graduate - in any discipline b) Minimum of five year working experience with grass roots organizations c) Prior experience working in watershed-based community d) Prior experience of implementing development agencies activities.
2.	Facilitator (assessment and planning)	1	a) Graduate - in any discipline b) Minimum of three years working experience with grass roots organizations c) Prior experience in conducting assessments and leading planning exercises with communities d) Prior experience of implementing donor agencies activities.
3.	Facilitator (community development)	1	a) Graduate - in any discipline b) Minimum of three year working experience with grass roots organizations. c) Prior experience in community development (organizing groups, loan tracking, women's group). d) Prior experience of implementing development agencies activities.
4.	Facilitator (youth and gender)	1	a) Graduate - in any discipline b) Minimum of three year working experience with grass roots organizations. c) Prior experience working with youth group, women's group, linking them to skill development training and improved agricultural practices; d) Prior experience of implementing development agencies activities.
5.	Facilitator (business and market linkages)	1	a) Diploma – in agro-commerce b) Minimum of three year working experience with grass root organization. c) Prior experience working in small business development and linking farmers group to market opportunities. d) Prior experience of implementing development agencies activities.

9. Deliverables

Key outputs under component 1:

- Watershed/Sub-Watershed Management Councils (WSMC) established (using a methodology similar to that used for the Watershed Council for Raumoco or sub-WSMC at sub district level established through the JICA-CBNRM project);
- Watershed Agriculture Development Plan for each targeted watershed/sub watershed developed using Participatory Land Use Planning (PLUP), in coordination with relevant technical directorates of MAF, of the SAPIP PMU and relevant PIU, Suco Extension Officers (SEOs) and WSMCs;
- Sustainable Community Agriculture Development Plan developed in coordination with the SAPIP PMU and relevant PIU, Suco Extension Officers (SEOs) and WSMCs;
- For Sucos where SCADPs already exist, verification and additional consultation carried out, in coordination with the SAPIP PMU, relevant PIU, Suco Extension officers and WSMCs.

Key outputs under Component 2:

- Existing farmer groups(production and/or environmental management groups) identified and new farmer groups (especially women and youth farmer groups) established as needed (around 12 groups per suco, with around 30 farmers per group)
- Farmers group priorities and needs identified through PLUP; including mapping of technology needs;
- Farmer Group priorities and needs are reflected in training programs to be provided under the farmer support system (FFS and training)
- 2-3 proposals for strengthening market linkages for farmer groups within each Suco identified
- Other training needs for farmer groups identified (per group)

Milestones and Indicative timeline

Indicative Timeline	Milestone	Key outcomes
Two weeks from start up	Inception Report	<ul style="list-style-type: none">• Work plan
Startup activities and community mobilization (within 3 – 4 months)	<ul style="list-style-type: none">• confirmed staffing in offices at Special Region (RAEOA Oecusse);	<ul style="list-style-type: none">• 100 percent of project staff have a good understanding about rules and guidelines of the project;• Office at Special Region (RAEOA Oecusse) /sucos established;• 100 percent communities have very clear of what this project is about, who participate, what are the rules;• Leadership roles identified
	<ul style="list-style-type: none">• Communication campaign in all targeted sucos (using material developed by SAPIP)	
	<ul style="list-style-type: none">• All staffs successfully completed orientation program at targeted sucos;	
	<ul style="list-style-type: none">• Watershed management council established ;	

	<ul style="list-style-type: none"> • Identification of the leadership roles 	using a participatory, gender equitable and transparent way through the WSMCs;
	<ul style="list-style-type: none"> • Identification of lead farmers 	<ul style="list-style-type: none"> • Lead farmers identified;
	<ul style="list-style-type: none"> • Participatory land use planning of targeted sucos, households and farmer group; 	<ul style="list-style-type: none"> • Communities of targeted sucos have identified beneficiaries in a participatory way and reached to an agreement who will benefit from what;
	<ul style="list-style-type: none"> • PLUP (participatory Land Use Plan) 	<ul style="list-style-type: none"> • Communities in targeted sucos have completed land use capability assessment
	<ul style="list-style-type: none"> • Monthly progress report submitted 	<ul style="list-style-type: none"> • Watershed management council established with clear TOR;
		<ul style="list-style-type: none"> • Monthly progress report have been submitted;
Inclusive, participatory and accountable farmer group formed and functioning and awareness campaigns about ESMF (Environment and Social Management Framework)	<ul style="list-style-type: none"> • Support for farmer group development and capacity building; 	<ul style="list-style-type: none"> • At least 80 percent of targeted sucos have been mobilized into groups of farmers;
Within 4-6 months	<ul style="list-style-type: none"> • Facilitation of the identification, assessment and formation of farmer group; 	<ul style="list-style-type: none"> • Identification has been facilitated;
	<ul style="list-style-type: none"> • Establishment of Farmers support system; 	<ul style="list-style-type: none"> • Assessment has been carried out and completed;
	<ul style="list-style-type: none"> • Identification of Market linkages; 	<ul style="list-style-type: none"> • Farmers group have been formed;
	<ul style="list-style-type: none"> • Facilitation of farmer-to-farmer learning through Farmer Field Schools, demonstrations and additional training activities; 	<ul style="list-style-type: none"> • Market linkages have been identified;
	<ul style="list-style-type: none"> • Identification of other training needs; 	<ul style="list-style-type: none"> • Training needs identified;
	<ul style="list-style-type: none"> • Monthly and quarterly progress report submitted 	<ul style="list-style-type: none"> • Farmer Field School established;
		<ul style="list-style-type: none"> • At least 80 percent of Demonstration plots established at targeted sucos;
		<ul style="list-style-type: none"> • Farmers support system established and functioning.

10. Duration of the contract

The Partner Organization (PO) will be responsible for achieving the outputs and outcomes described in this terms of reference, and delivering the agreed results as per result framework for SAPIP in Special Region (RAEOA Oecusse). The MAF-SAPIP would enter into contract with the PO for a period of around 6 months. However, the performance of the contract and each team would be evaluated by SAPIP on monthly basis; and extension of contract would depend on the satisfactory performance and result on the ground which would be agreed at the signing of the contract. In addition, SAPIP PMU would review work program on monthly basis and agree on key milestones and work plan at the beginning of each month. There would be also one month probation period for each staff of the team.

11. Reporting requirement

- Work plan¹
- Monthly report

12. Monitoring the PO works

- The PMU and PIU will directly monitor the PO's work. The Project Manager may request additional support from other SAPIP staff. SAPIP project will seek farmer's group feedback on the PO performance on regular basis, and this would be taken into account for contract extension and staff replacement;
- All staff members not found performing satisfactory shall be replaced immediately. No staff position at any level shall remain vacant for period more than two weeks. Any position lying vacant will not be paid for;
- The PO will prepare implementation plan, the SAPIP will review and provide feedback;
- Non delivery/slipping milestones/deliverables in more than 30 percent of the targeted sucos by more than a month will result in cancellation of the assignment and SAPIP will make alternate arrangement for supporting the targeted Sucos.
- The PO will be hired by SAPIP.

13. Language

The working language of the assignment will be in Tetum but all reports to SAPIP PMU to should be written in English.

¹Within two weeks of signing of contract