



To express interest in this assignment for virtual support, please email [emily.keast@crs.org](mailto:emily.keast@crs.org)  
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**CRS Farmer to Farmer Program  
 Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	LR247
Country	Liberia
Country Project	Agro-input Dealers for Rice and Cassava
Host Organizations	<ol style="list-style-type: none"> <li>1. J. Fatu Agriculture Materials Business Center,</li> <li>2. Ma Bendu Farm,</li> <li>3. MA. M. K. Enterprise Business Center,</li> <li>4. Marthaline Will of God Business Center,</li> <li>5. Mawata Dukuly Agro Shop</li> <li>6. New Farm Center General Supply.</li> </ol>
Assignment Title	Building capacity in organizational development, marketing strategies & plan development, and contract farming model agreement development
Assignment preferred dates	April 2022
Objectives of the assignment	<p>The objectives of this assignment are to:</p> <ul style="list-style-type: none"> <li>• Set the stage for processors/buyers/farmers to provide seeds and other inputs to producer organizations as part of contract farming.</li> <li>• Provide an opportunity for the value chain actors involved to identify their individual strengths and weaknesses and how their collective efforts can bring gains to their businesses through mutual relationship, regardless of the challenges at individual level.</li> <li>• Increase private sector investment in agriculture.</li> <li>• Generate a steady income source at the individual farmer level.</li> <li>• Help producer organizations and smallholder farmers to overcome the challenges of access to finance for increased agricultural productivity.</li> <li>• Provide a practical and process-oriented approach for a sound planning and implementation of contract farming (CF) scheme.</li> <li>• Design of viable contract farming arrangement as part of an urgently required business model innovation based on a rapid but sound assessment of the starting situation.</li> <li>• Enable owner-managers of the six agro businesses to have the skills of:               <ol style="list-style-type: none"> <li>a) Exploring market opportunities</li> </ol> </li> </ul>

	<ul style="list-style-type: none"> <li>b) Increasing competitiveness.</li> <li>c) Enhancing process sustainability</li> <li>• Enable owner-managers of the six agro businesses understand the four Ps of marketing and the steps required to develop a strategic marketing plan.</li> <li>• Build a whole functioning agro inputs industry in Liberia.</li> <li>• Help the ASA project achieves its goal of increasing the availability of domestically processed cassava-based products and rice.</li> </ul>
Desired volunteer skill/expertise	<p>A suitable volunteer candidate for this assignment must have relevant experience working with agro-businesses and smallholder farmers association and the agriculture sector.</p> <p>The candidate shall have:</p> <ul style="list-style-type: none"> <li>• Formal qualifications in Agribusiness, with experience in agro-enterprise development, administration, and management.</li> <li>• Agribusiness development experience in developing countries with expertise in contract farming and business plan models templates development, administration, and management.</li> <li>• Agricultural marketing and risk management</li> <li>• Agribusiness supply chain and investment</li> <li>• Good adult facilitation and interpersonal skills</li> </ul>
Type of Volunteer Assistance	Business Enterprise Development (E)
Type of Value Chain Activity	Information and Inputs Support Services (S)
PERSUAP Classification	Type III

## **A. BACKGROUND**

### **1. M.J.Fatu Agriculture Materials Business Center**

M.J. Fatu Agriculture Materials Business Center is a private agro enterprise that sells assorted agro inputs to diverse kind of farmers in the agriculture value chains of cassava, cocoa, rice, and vegetable. M.J. Fatu Agriculture Materials Business Center has not received financing to augment the purchase of stock or improve business image. The total farmer-customers of M.J. Fatu Agriculture Business Center is 200. The farmer-customers of M.J.Fatu Agriculture Materials Business Center come from Montserrado, Margibi, and Bong Counties respectively. Fifty percent of M.J.Fatu Agriculture Materials Business Center farmer-customers are in the agriculture value chains of cassava and rice. M.J.Fatu Agriculture Materials Business Center owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture(CNFA) through its USAID funded LADA project. The record-keeping system of M. J. Fatu Agriculture Materials Business Center is very poor. As such, it was recommended by the LADA project to provide M.J. Fatu Agriculture Materials Business Center with business management and access to finance training.



## **2. Ma Bendu Farm**

Ma Bendu Farm is a private enterprise that sells various kinds of agro chemicals, fertilizer, seeds, plant food, and farm tools. Ma Bendu Farm has not received financing to increase inventory or improve business image. The total farmer-customers of Ma Bendu Farm are in the range of 150. These farmer-customers come from counties like Montserrado, Bong, Nimba, and Margibi respectively. Forty five percent of Ma Bendu Farm customers are in the agriculture value chains of cassava and rice. Ma Bendu Farm owner-manager and staff had received safer inputs use and environmental compliance training from the Cultivating New Frontiers Agriculture (CNFA) through its USAID funded LADA project. Up to 2020, Ma Bendu Farm record-keeping system was unique and up to date. With the departure of CNFA organization, Ma Bendu Farm record-keeping system has become very poor. There is no trace of records on sales, inventory, or expenses incurred for business operations. Ma Bendu Farm was recommended by CNFA-LADA project to be provided with business management and access to finance training.

## **3. MA. M.K. Enterprise**

MA. M.K. Enterprise, a private enterprise, sells assorted grade of agro chemicals, fertilizer, plant food, and farm tools. MA. M.K. Enterprise has not received financing to increase inventory or improve the business image. MA. M.K. Enterprise farmer-customers record stands at 100 farmers. These farmer-customers come from Montserrado, Bong, and Margibi Counties. Sixty-five percent of these 100 farmers are in the agriculture value chains of cassava and rice. MA. M. K. Enterprise owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded LADA project. Up to the time of CNFA-LADA project operations in Liberia, MA. M.K. Enterprise record-keeping system was perfect. But since the departure of CNFA from Liberia, the record-keeping system of MA. M.K. Enterprise ceases to exist. It does not have records on sales, inventory, and other expenditures of the business. MA. M.K. Enterprise was recommended by CNFA-LADA project to be provided with business management and access to finance training.

## **4. Marthaline Will of God Business Center**

Marthaline Will of God Business Center, a private enterprise, sells various types of agro chemicals, fertilizer, plant food, and farm tools. Marthaline Will of God Business Center has not received substantial amount of financing to increase inventory, outreach and as well improve business image. The total farmer-customers of Marthaline Will of God Business Center is approximately 100 smallholder farmers. These smallholder farmers come from Montserrado, Bong, and Margibi Counties respectively. Seventy percent of the 100 smallholder farmers are in the agriculture value chains of cassava and rice. Marthaline Will of God Business Center owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) organization through its USAID funded LADA project. Up to the time of CNFA-LADA project was operational in Liberia, Marthaline Will of God Business Center record-keeping system was in intact. But with the departure of CNFA from Liberia, Marthaline Will of God Business Center record-keeping system had dwindled. There are no records for Marthaline Will of God Business Center on sales, inventories, and other financial transactions. It was recommended by CNFA-LADA project for Marthaline Will of God Business Center be provided with training in business and financial management and access to finance.



## **5. Mawata Dukuly Agro Shop**

Mawata Dukuly Agro Shop is a private agro enterprise that sells different types of agro chemicals, fertilizer, plant food, and farm tools. Mawata Dukuly Agro Shop has received loan from Access Bank but not substantial to increase inventory purchase, outreach, and as well brand business image. Mawata Dukuly Agro Shop has a total of 250 farmer-customers. These farmer-customers come from Montserrado, Bong, Nimba, and Margibi Counties. Fifty-five percent of these farmer-customers are in the agriculture value chains of cassava and rice. Mawata Dukuly Agro Shop owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) organization through its USAID funded LADA project. During the operations of the CNFA-LADA project in Liberia, Mawata Dukuly Agro Shop record-keeping system was intact. With the departure of CNFA from Liberia, Mawata Dukuly Agro Shop record-keeping system had collapsed. There are no records for Mawata Dukuly Agro Shop's sales, inventories, and other financial transactions. It was recommended by CNFA-LADA project for Mawata Dukuly Agro Shop to be provided with training in business and financial management and access to finance.

## **6. New Farm Center General Supply**

New Farm Center General Supply is a registered private agro enterprise that sells various types of agro chemicals, fertilizer, plant food, and farm tools. New Farm Center General Supply has not received any business loan to increase inventory or expand in other areas. New Farm Center General Supply has a total of 160 farmer-customers. These farmer-customers come either Montserrado, Bong, Nimba, or Margibi Counties. Forty five percent of this farmer-customers of 160 are in the agriculture value chains of cassava and rice. New Farm Center General Supply owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded LADA project. During the operations of CNFA-LADA project in Liberia, New Farm Center General Supply record-keeping system was perfect. With the departure of CNFA from Liberia, New Farm Center General Supply record-keeping system had collapsed. There are no records for New Farm Center General Supply to reflect its sales, inventories, and other financial transactions. It was recommended by CNFA-LADA project for New Farm Center General Supply be provided training in business and financial management and access to finance.

### **A. ISSUE DESCRIPTION**

M.J. Fatu Agriculture Materials Business Center, Ma Bendu Farm, MA M.K. Enterprise Business Center, Mawata Dukuly Agro Shop, Marthaline Will of God Business Center and New Farm Center General Supply play important role in the development of Liberia agricultural sector by supplying actors in the agriculture value chains of cassava and rice with assorted agro chemicals, fertilizer, plant food, and farm tools. Despite this, these six agro enterprises are constrained by the lack of access to finance. It was realized that these agro enterprises and farmer-customers are unable to increase inventories despite increase in demand, enhance outreach, and improve business image due to the acute lack of finance. Drivers for the existence of this perennial problem are lack of knowledge in organizational development, marketing strategies and plan development, and designing of contract farming agreement and as well knowing its importance to business success. From time in memorial, banking or professional microfinance institutions do not make loan to enterprises that do not adopt improved business and financial management practices into their day-to-day operations. As such, lack of access to finance will continue to be a major



challenge of such enterprises. Spill-over effects created as a result of the existence of the aforementioned problem and lingering causes, range from low profitability due to low sales, poor business image, low level of growth, skew chances of becoming sustainable and to loss of income to farmers as a result of low productivity due to their inability to procure needed agro inputs.

To make robust impact in the management and sustainability of these six agro enterprises, it would be prudent to implement the recommendations of CNFA-LADA project by providing these six agripreneurs and affiliated farmer-customers a four-day training for a cohort in organizational development, marketing strategies and plan development, and contract farming agreement design and administration. Training time for each of the thematic areas should last for two and a half hours to allow better facilitation and comprehension.

The justification to provide these six agripreneurs and affiliated farmer-customers with training in these thematic areas are as follow:

### **1. Organizational Development.**

It's difficult to overestimate the importance of organizational development to a business success, but it is important for any entrepreneur to understand organizational development because it affects every aspect of good decision-making to ensure success.

Providing these six agripreneurs and affiliated farmer-customers with training in this thematic area, it will enable them to develop the skills needed to improve on their business and financial management practices that will lead to increased profit, galvanize growth, and ensure sustainability.

### **2. Marketing Strategies and Plan Development.**

Developing marketing strategies are important for business success because simply put, it sets out a business goals, including who should be ideal customers and how they can be reached. On the other hand, having a marketing plan for a business can help managers to identify a business target market and how the target market can benefit from business products or services. Besides, it helps managers to identify how the business can attract new customers and as well encourage existing customers to continue purchasing the business products or services. Developing the skills of owner-managers and farmer-customers in marketing strategies and plan development, will be a galvanizing move to empowering them to take robust actions to overcome the problem of lack of access to finance.

### **3. Contract Farming Agreement Design and Administration.**

Contract farming reduces the risk of production, price fluctuation, and marketing costs. Contract farming can also open-up new markets which would otherwise be unavailable to smallholder farmers and agro dealers as well. It also ensures higher production of better quality, financial support in cash or kind and it serves as a conduit for smallholder farmers to receive technical guidance. Besides, it enables agro dealers to have access to finance because contract farming documents can be used as a collateral to receive bank financing. Through the concept of account receivable factorization, banks can avail financing to these agripreneurs on the account of the contract farming agreement document. Building the skills of these six agripreneurs and farmer-customers in contract farming agreement design and administration, it will help



these agripreneurs to overcome the challenge of lack of access to finance and it will help the smallholder farmers increase their productive yield thereby leading to increase in income.

This volunteer assignment must focus on building the skills of these six agripreneurs and respective farmer-customers in the supra mentioned thematic areas so that they will overcome challenge of lack of access to finance and take their respective businesses to new prosperous dimensions. The training will include the designing of customized user-friendly templates on contract farming agreement and administration and marketing plan development to guide these six agripreneurs for future arrangements.

## **B. OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is through a training, to build the capacities of the six agripreneurs and affiliates, who will be upgraded in terms of designing contract farming, six agripreneurs and affiliates will be equipped with the needed knowledge and skills to develop contract farming, ensure administration and management to support the profitable commercialization of their rice and cassava business for sustainability. Ensure farmer-customers to overcome the problems of marketing, poor business and financial management practices and lack of access to finance.

The specific objectives of this SOW are:

- Develop training guide for the trainer and trainees
- Develop the training methodology/approach
- Train the six agripreneurs and affiliates about the way contract farming works, especially illustrating the agro-dealers model- i.e., flow chart showing the relationship between farmers, aggregators, agro input dealers and processor.
- Train six agripreneurs and affiliates about four key benefits of contract farming and spelling out and inherent potential risks.
- Disaggregate participants into actionable groups for crafting of a model contract farming based on template developed by the US and Local Volunteer.
- Facilitate by incorporating a SWOT analysis for each organization and group of organizations to identify their strengths, weaknesses, opportunities, and potential threats. They will use the results from this analysis to properly field test their individual roles and responsibilities in the contract farming agreement.
- Develop contract farming template from the perspective of the farmers, agro input dealers, processor, and producer organizations that are involved in production.
- Train the six farmer-customers in organizational development, marketing strategies and plan development.
- Provide a practical and process-oriented approach for a sound planning and implementation of contract farming (CF) scheme.
- Prepare a training report, detailing how the trainings were conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations on how to reduce postharvest losses.
- Organize a half -day presentation to members, other stakeholders like local government, buyers, any other partner to share the training report and recommendations.



### C. TARGET AUDIENCE:

- ✓ Management Team composition includes:
  - Owner-Managers (1 person for each of the six agro enterprises).
  - Sales Assistant (1 person each of the six agro enterprises).
- ✓ Affiliated Farmer-Customers:
  - Affiliated farmer- customers (30 persons for each of the six agro enterprises)

#### Breakdown of target audience:

Agripreneurs(1x6)	= 6 persons
Sales Assistants(1x6)	= 6 persons
Affiliated farmer-customers(8x6)	= 48 persons
Total Persons	= 60 persons

### D. HOST CONTRIBUTION

To conduct this assignment, producer organizations and affiliates are expected to meet the following requirements:

- Mobilize and facilitate staff and affiliates to attend all the training sessions.
- Provide venue for the training sessions.
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignments.

### E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Following the completion of this assignment, the below listed outcomes are anticipated:

- The six agripreneurs skills will improve in decision-making that will lead to a successful management of their respective businesses
- The six agripreneurs and affiliates will understand the importance of contract farming
- The six agripreneurs and affiliates will have the knowledge and skills needed in designing contract farming.
- The six agripreneurs and affiliate will be able to access finance because of the contract farming agreement.
- The six agripreneurs and Smallholder farmers at the base of the pyramid will overcome access to finance challenge thereby leading to increased productivity and income.
- Market linkages will be created between smallholder farmers, producer organizations, and agro input dealer, and processor and quantity and fixed price will be established because of the contract farming agreement.
- The six agripreneurs and affiliate will have guaranteed market access.
- The six agripreneurs market size and sales revenue will increase as result of establishing contract farming relationship with producer organizations and processor.
- The six agripreneurs will revert to the use of record-keeping system to track information on sales, inventories, and other operational expenditures of their respective businesses.

### F. DELIVERABLES



- a. Training attendance list for members will be supplied by the host organizations and affiliated farmer-customers.
- b. Develop training manual and template.
- c. Debriefing with USAID and in country group presentations after assignment
- d. Group presentation with local stakeholders at the end of the assignment
- e. A compilation of training materials used during the training.
- f. Submission of the assignment report

#### **G. SCHEDULE OF VOLUNTEER ACTIVITIES IN LOFA**

Day	Activity
Day 1	Orientation session and travel to Lower Montserrado County
Day 2	Introduction and review of schedule, final preparation for training
Day 3-5	Start roll-out of the agreed work plan and conduct of training with the first cohort of 10 participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system
Day 6-9	Training continues for second cohort (10) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system
Day 10-13	Training continues for third cohort (10) participants for the period of four days with host organizations-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system
Day 14- 17	Training continues for fourth cohort (10) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system
Day 18-21	Training continues for fifth cohort (10) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system
Day 22-25	Training continues for six cohort (10) participants for the period of four days-considering SWOT analysis + consolidating and submit
Day 26	Debrief with host organizations and CRS field staff, final review and agreement of volunteers' recommendations and action plan, adjust assignment reports based on feedback from field level debrief (if there be a need)
Day 26	Travel from Lower Montserrado County to Hotel in Central Monrovia
Days 27	Preparation for final debrief with USAID, posting of key successes of assignment on Facebook and other social media platforms
Days 28	Debriefing at CRS office with ASA Team and USAID local Mission.

*This is a draft schedule, a final itinerary will be discussed and agreed upon arrival by all parties*

#### **H. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**



- I. In Todee District, Lower Montserrado, the volunteer's transportation, and accommodation will be taken care of by CRS.

#### J. RECOMMENDED ASSIGNMENT PREPARATIONS

- **Training Materials:**

The volunteer materials for hand out which can be printed at CRS head office in Monrovia City, Montserrado County before leaving for Todee district. Flip charts, markers, masking tapes can be obtained at CRS head Office in Monrovia in case the volunteer wishes to make some illustrations.

- **Recommended Reading**

Liberia F2F program recommends that the volunteer familiarizes with this scope of work and to take his or her time to read about the Rice and cassava value chain sub-sector in Liberia.

- CRS strongly recommends that the volunteer becomes familiar with Liberia's agriculture sector plans and priorities, the agribusiness country project, Liberia cooperative guidelines.

#### K. VOLUNTEER ROLES AND RESPONSIBILITIES

The volunteer participates in a call with the Liberia Program F2F team to discuss objectives and collaboration approach at the start of the assignment. Collaboration platforms vary depending on the assignment and connectivity. The most frequently used platforms are MS Teams and WhatsApp. The volunteers are highly encouraged to visit [CRS' F2F Digital Resource Library](#), and search for resources that they could use or customize for training. Upon completion of your assignment, volunteers are requested to send any resources they would like to contribute to the library (whether created or found) to [farmertofarmer@crs.org](mailto:farmertofarmer@crs.org). The volunteer is responsible for assignment design, preparation, training, developing assignment reports, conducting action planning with hosts and outreach in country, and achieving the assignment objectives. The volunteer works directly with the host with assistance/input from the ASA technical staff. Assignments usually last up to 2 weeks; Sometimes extending beyond two weeks due to pending follow up visits, emails etc. US Volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hrs).

#### L. KEY CONTACTS

To express interest in this assignment, please email the CRS Baltimore contact listed below. To find out additional information about the host, issue description or field conditions, please email the country contact provided below, copying the CRS Baltimore contact.

CRS Baltimore	CRS Liberia
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FROM THE AMERICAN PEOPLE



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