



To express interest in this assignment for virtual support, please email emily.keast@crs.org
 To express interest in this assignment for Liberian volunteers, please email geraldine.tabi@crs.org

**CRS Farmer to Farmer Program
 Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	LR246
Country	Liberia
Country Project	Rice & Cassava Agro Inputs dealers
Host Organizations	<ol style="list-style-type: none"> 1. A & T Business Center, 2. Divine Lomson Agriculture Business Center, 3. Farm Center General Supply, 4. Divine Success Agriculture Center, 5. Amimo Agro Business Center, 6. Joan Agriculture Business Center
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 is to:</p> <ul style="list-style-type: none"> • Set the stage for processors/buyers/farmers to provide seeds and other inputs to producer organizations as part of contract farming. • 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. • Increase private sector investment in agriculture. • Generate a steady income source at the individual farmer level. • Help producer organizations and smallholder farmers to overcome the challenges of access to finance for increased agricultural productivity. • Provide a practical and process-oriented approach for a sound planning and implementation of contract farming (CF) scheme. • 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. • Enable owner-managers of the six agro businesses to have the skills of: <ol style="list-style-type: none"> a) Exploring market opportunities. b) Increasing competitiveness.

	<p>c) Enhancing process sustainability</p> <ul style="list-style-type: none"> • Enable owner-managers of the six agro businesses understand the four Ps of marketing and the steps required to develop a strategic marketing plan. • Build a whole functioning agro inputs industry in Liberia. • Help the ASA project achieves its goal of increasing the availability of domestically processed cassava-based products and rice.
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"> • Formal qualifications in agribusiness, with experience in agro-enterprise development, administration, and management. • Agribusiness development experience in developing countries with expertise in contract farming and business plan models templates development, administration, and management. • Agricultural marketing and risk management • Agribusiness supply chain and investment • Good adult facilitation and interpersonal skills
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. A & T Business Center

A & T 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. A & T Business Center has not received financing to augment the purchase of stock or improve business image. A & T Business Center sells various kinds of agro inputs to approximately 150 farmers that come from Lower Montserrado, Margibi, and Bong Counties respectively. 50% of A & T Business Center's target customers are in the agriculture value chains of cassava and rice. A & T 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 A & T Business Center is also very poor. As such, it was recommended by the LADA project to provide A & T Business Center with business management and access to finance training.

2. Divine Lomson Agriculture Business Center



Divine Lomson Agriculture Business Center is a private enterprise that sells various kinds of agro chemicals, fertilizer, seeds, polythene bags, plant food, and farm tools. Divine Lomson Agriculture Business Center has not received financing to augment its inventory purchase items to improve its business image. Divine Lomson Agriculture Business Center targeted customers is approximately 250 farmers that come from Lower Montserrado, Bong, Nimba, and Margibi Counties respectively. Sixty percent of Divine Lomson Agriculture Business Center's targeted customers are in the agriculture value chains of cassava and rice.

Divine Lomson Agriculture 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. Up to the year 2020, Divine Lomson Agriculture Business Center record-keeping system was unique and up to date. But beginning January 2021 to present, Divine Lomson Agriculture Business Center record-keeping system has become very poor. There is no trace of records on sales, inventory, or expenses incurred for business operations. Divine Lomson Agriculture Business Center was recommended by CNFA-LADA project to be provided with business management and access to finance training.

3. Farm Center General Supply

Farm Center General Supply is a private enterprise that sells assorted agro chemicals, fertilizer, plant food, and farm tools. Farm Center General Supply has not received financing to increase its inventory of items or improves its business image. Farm Center General Supply record customers shows approximately 100 farmers from Lower Montserrado, Bong, and Margibi Counties. Sixty percent of these 100 farmers area in the agriculture value chains of cassava and rice. 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. Up to the time of CNFA-LADA project operations in Liberia, Farm Center General Supply record-keeping system was perfect and up to date. But since the departure of CNFA from Liberia, its record-keeping system ceases to exist. It does not have records on sales, inventory, and other expenditures of the business. Farm Center General Supply was recommended by CNFA-LADA project to be provided with business management and access to finance training.

4. Divine Success Agriculture Center

Divine Success Agriculture Center is a private enterprise that sells various agro chemicals, fertilizer, plant food, and farm tools. Divine Success Agriculture Center has not received substantial financing to increase required inventory to increase outreach and as well improve its business image. Divine Success Agriculture Center record customers is approximately 175 smallholder farmers that come from Lower Montserrado, Bong, and Margibi Counties respectively. 70% of its farmer-customers of 175 are in the agriculture value chains of cassava and rice. Divine Success Agriculture Center owner-manager and staff 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, Divine Success Agriculture record-keeping system was in intact. But since the departure of CNFA from Liberia, Divine Success Agriculture Center record-keeping system dwindled. There are no records for Divine Success Agriculture Center sales, inventories, and other financial



transactions. It was recommended by CNFA-LADA project for Divine Success Agriculture Center to be provided with training in business and financial management and access to finance training.

5. Amimo Agro Business Center

Amimo Agro Business Center is a private agro enterprise that sells different types of agro chemicals, fertilizer, plant food, and farm tools. Amimo Agro Business Center has received loan from Access Bank but not substantial to increase required inventory purchase, increase outreach, and as well brand its image. Amimo Agro Business Center record farmer-customers of approximately 250 that come from Lower Montserrado, Bong, Nimba, and Margibi Counties. Sixty percent of these farmer-customers of 250 are in the agriculture value chains of cassava and rice. Amimo Agro 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. With the operations of CNFA-LADA project in Liberia, Amimo Agro Business Center record-keeping system was intact. Since the departure of CNFA from Liberia, Amimo Agro Business Center record-keeping system had collapsed. There are no records for Amimo Agro Business Center's sales, inventories, and other financial transactions. It was recommended by CNFA-LADA project for Amimo Agro Business Center to be provided training in business, financial management and accessing financing.

6. Joan Agriculture Business Center

Joan Agriculture Business Center is a registered private agro enterprise that sells assorted agro chemicals, fertilizer, plant food, and farm tools. Joan Agriculture Business Center has received a meagre business loan of US\$3,000 from Access Bank. But this loan amount is not substantial to meet the full working capital needs of Joan Agriculture Business Center to increase required inventory, enhance outreach, and as well brand its image. The record farmer-customers of Joan Agriculture Business Center are 300 smallholder farmers involved in various value chains activities, and they come from Lower Montserrado, Bong, Nimba, and Margibi Counties. Sixty-five percent of the 300 farmer-customers are involved in the agriculture value chains of cassava and rice. Joan Agriculture Business Center owner-manager and staff received safe inputs use and environmental compliance training from the Cultivating New Frontiers in Agriculture organization (CNFA) through its USAID funded LADA project. During the operations of CNFA-LADA project in Liberia, Joan Agriculture Business Center record-keeping system was very impressive. With the departure of CNFA from Liberia, Joan Agriculture Business Center record-keeping system had collapsed. There are no records for Joan Agriculture Business Center to reflect its sales, inventories, and other financial transactions. It was recommended by CNFA-LADA project for Joan Agriculture Business Center to be provided training in business and financial management and access to finance training.

A. ISSUE DESCRIPTION

A & T Business Center, Divine Lomson Agriculture Business Center, Farm Center General Supply, Divine Success Agriculture Center, Amimo Agro Business Center, and Joan Agriculture Business Center play pivotal role in development the agricultural sector of Liberia by supplying actors in the agriculture value chains of cassava and rice with assorted agro chemicals, fertilizer, plant food, and farm tools.



Despite this important role, these six agro enterprises are bewildered with the problem of 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 available 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 because of the existence of the aforementioned problem and lingering causes, ranging from low profitability due to low sales, poor business image, low level of growth, skew chances of becoming sustainable and to loss income to farmers as a result of low productivity due to their inability to procure needed agro inputs.

To help owner-managers of A & T Business Center, Divine Lomson Agriculture Business Center, Farm Center General Supply, Divine Success Agriculture Center, Amimo Agro Business Center, and Joan Agriculture Business Center make robust impact in the management of their respective businesses, it is prudent to implement the recommendations of CNFA-LADA project by providing these six agripreneurs and their affiliated farmer-customers a-four day training in organizational development, marketing strategies, plan development, contract farming agreement design and management. 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 their 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 decision-making to ensure success. Providing these six agripreneurs and their affiliated farmer-customers with training in this thematic area, 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 as well as 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 will 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 these six agripreneurs and their 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. It must as well inculcate designing customized user-friendly templates on contract farming agreement designing and administration and marketing plan development to guide these six agripreneurs for future arrangements.

A. OBJECTIVES OF THE ASSIGNMENT

The overall objective of this assignment is through training to increase the capacities of of the six agripreneurs and their affiliated customers to be upgraded in terms of designing contract faming, 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 and commercialization of their rice and cassava business for sustainability. Ensure farmers 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.
- Disaggregating participants into actionable groups for crafting of a model contract farming based on template developed by the US and Local Volunteer.
- Facilitating 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 contract farming agreement.



- Developing contract farming template from the perspective of the farmers, agro input dealers, processor, and producer organizations that are involved in production.
- To train the six farmer-customers in organizational development, marketing strategies and plan development.
- To 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.

B. 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

C. 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.
-

D. 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.

E. 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

F. 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 30 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 (30) 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

G. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

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

H. RECOMMENDED ASSIGNMENT PREPARATIONS

- **Training Materials:**

Hand out 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.

I. 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.

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).

J. 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
Emily Keast Volunteer Coordinator Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: emily.keast@crs.org	TABI, GERALDINE Volunteer recruiter Agriculture Sustainability Activity (ASA) 16 th Street, Gardner Ave C-140 Sinkor, Monrovia, Liberia Tel: +231776448755 Email: geraldine.tabi@crs.org
CRS Country Program	
Rufus Lassannah Cole Business Service Specialist Lofa County Tel: +231775164202 Email: rufus.cole@crs.org	Davidetta Moore Program Manager Agriculture Sustainability Activity (ASA) 16 th Street, Gardner Ave C-140 Sinkor, Monrovia, Liberia Tel: +231777957769 Email: Davidetta.Moore@crs.org
Host Organizations:	
Mamie Jaka Sherif Owner-Manager A & T Business Center Mobile: +231886939342 Catherine Garr Owner-Manager Divine Lomson Agriculture Business Center Mobile: +231775431174 Konah F. Gayflor Owner-Manager Farm Center General Supply Mobile: +231776227273	Richard W. Jackson Owner-Manager Divine Success Agriculture Center Mobile: +231777472864 Morris A. Konneh Owner-Manager Amimo Agro Business Center Mobile: +231777762693 Mackie Saah Kamara Owner-Manager Joan Agriculture Business Center Mobile: +321778438425



USAID
FROM THE AMERICAN PEOPLE

