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To express interest in this assignment please email emily.keast@crs.org

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

Summary Information	
Assignment Code	LR206
Country	Liberia
Country Project	Rice
Host Organization	Agriculture Infrastructure Investment Corporation
Assignment Title	Building Capacity on Business Management
Assignment preferred dates	October 2021
Objectives of the assignment	<p>The objectives of this assignment are:</p> <ul style="list-style-type: none"> • Train AIIC's 38-person management team and affiliates in general business management and financial management best practices, record keeping and reporting, budget development (operating, cash, production, and sales), cash flow preparation and management, and inventory management for 9 days. The 38-person team will include the general manager, 5 finance department staff, 27 aggregators, 2 production staff, 2 marketing staff, and 1 agro input dealer in Foya Town. • Assist AIIC to update accounting and/or bookkeeping system to facilitate on-time preparation of monthly financial reports. • Equip production staff, aggregators, and management team with needed knowledge, skills, and attitude that will enable the profitable commercialization of milled rice.
Desired volunteer skill/expertise	<p>A volunteer suitable for this assignment must have adequate experience working on a similar assignment with a rice processing company. 6+ years' experience as senior business development and innovation manager for agriculture SMEs, financial analyst, and senior business incubator consultant. The candidate must have advance degree in one of the below areas of study:</p> <ul style="list-style-type: none"> • Accounting and finance. • Management. • Agribusiness management. <p>Knowledge and relevant skills needed:</p> <ul style="list-style-type: none"> • Financial modelling. • Strategic planning and deployment. • Business processes review. • Excellent communication and writing skills. • Market research and trend analysis. • Organizational and leadership development. <p>He/she must be prepared to work in remote settings and work with developing communities.</p>



Type of Volunteer Assistance	Business/Enterprise Development (E)
Type of Value Chain Activity	Information and Input Support Services (S)
PERSUAP Classification ¹	III

A. BACKGROUND

Agriculture Infrastructure Investment Corporation (AIIC), a fully registered Liberian-owned paddy rice aggregation, processing, and trading company, was established in 2016. AIIC is incorporated as a limited liability company (LLC). AIIC was established by Mohammed Kamara. The initial operations of AIIC began in Jamulor Town, Voinjama District, Lofa County. But its integrated rice milling machine, which is undergoing installation, is in Foya Town, Foya Statutory District in Lofa County. AIIC is dedicated to achieving the inspiring goals of promoting food security, reducing net trade deficit in rice importation in Liberia, developing the incomes of smallholder (SHFs) through farm input supply, financial and agronomic support, and guaranteed market access.

AIIC has a raw material suppliers base of 3,000 farmers and 27 aggregators. AIIC operates in 50 catchment communities in Lofa County wherein farmers are organized into farmer-groups. As an agribusiness enterprise, AIIC has an accounting department which is headed by an accountant with first level degree in accounting and a hybrid management team. Although AIIC, through the CNFA-USAID funded LADA project, is undergoing the installation of a cost-sharing integrated 16mt/day input rice mill, the company is currently managing a 1mt/day rice in Foya Town.

The primary market for AIIC milled rice is Liberia and sometimes Guinea. Major beneficiaries of AIIC milled rice include World Food Programme (school feeding project), Ministry of Agriculture, and domestic households in Voinjama, Kolahun, and Foya Statutory Districts in Lofa County North-West of Liberia.

B. ISSUE DESCRIPTION

Although AIIC has inspiring goals for success, there are relevant gaps that, if not bridged through improved business and financial management training, will dwindle its ability to enhance profitability, drive growth and harness sustainability.

There is absolutely no accounting/bookkeeping system at AIIC factory site in Foya Town. Financial statements prepared by the accountant do not conform best practices of generally accepted accounting principles (GAAP). Cash flow statement which is cardinal in monitoring the financial health of an enterprise is lacking because of poor business management skills. AIIC accounting system is hybrid. There is no defined accounting system that captures the company's financial transactions to facilitate on time preparation of month-end financial reports, a basis of securing working capital loans or overdraft from banks. Proper inventory management system that will help in calculating the cost of goods produced and sold is lacking.

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.



The certified 27 aggregators of AIC lack skills in the rudiments of business and financial management. They cannot explain about their net turnover from aggregation activities.

From these indicators, it is quite apparent that AIC and affiliates need capacity building in improved business and financial management. The provision of improved business and financial management training to AIC and affiliates will improve AIC's ability to analyze data, improve financial decisions and make better predictions about the future. It will help AIC aggregators to gain in-depth knowledge and understanding of the core elements of business and financial management.

C. OBJECTIVES OF THE ASSIGNMENT

The overall objective of this assignment is through a training, the managerial and business capability of AIC and affiliates will improve, and to equip staff with the knowledge, skills, and attitudes they need for effective business management to support the profitable commercialization of their rice business.

The specific objectives are:

- Develop training guide for the trainer and trainees
- Develop the training methodology/approach
- Conduct the training to AIC's 38-person management team (which also include affiliates) in general business management, financial management best practices, record keeping and reporting, budget development (operating, cash, production, and sales), cash flow preparation and management, and inventory management.
- Design and effectively managing an accounting system that will facilitate on-time preparation of monthly financial reports in accordance with generally accepted accounting principles (GAAP) and general auditing standards (GAS).
- Providing knowledge on best practices in business and financial management.
- Providing AIC and affiliates with knowledge appropriate for increased revenue while reducing expenses.
- Preparing a training report detailing how the trainings were conducted, achievements, challenges, lessons-learned, opportunities for future engagements and recommendations.
- Organizing a half-day presentation to AIC to share the training report and recommendations.

D. HOST CONTRIBUTION

To conduct this assignment, AIC is expected to meet the following requirements:

- Mobilize and facilitate staff and affiliates to attend all the training sessions.
- Provide venue for the training sessions **(Note: This is not welcomed).**
- 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:

- Improved business and financial management practices.
- Timely preparation of month-end financial reports
- Organized accounting system that will track financial transactions of AIIIC operations for production for month-end financial reports to facilitate the securing of bank loan.
- Rice mill will be operated as a going-concern enterprise.
- Increased sales and net profit.
- AIIIC capacity to know its cash flows and financial stand well defined.
- AIIIC demonstrates the ability to apply general management know-how in practical business situations.
- Submission of final assignment report

F. DELIVERABLES

1. Volunteer final report due BEFORE departure
2. Group presentation with local stakeholders at the end of the assignment in country
3. Volunteer outreach activities in the US and in country
4. Training manual

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY

Days (not dates)	Activity
Day 1	Orientation session Meet with ASA team to review the scope of work and develop detailed work plan covering all activities required to effectively implement this scope of work.
Day 2	Leave for Voinjama City, Lofa County for introduction to company management and review of scope of work. Develop detailed work plan covering all activities in the scope of work. Check in the hotel.
Day 3-12	Start the rollout of agreed work plan and conduct the training.
Day 13	Organize workshop to share achievements and recommendations.
Day 14	Conduct debrief session with CRS country team and perhaps USAID Mission on the completed assignment. Fill out all necessary M&E forms and submit to ASA staff.

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



H. Participants Chart

Participant’s Description	Number Required
General Manager	1
Finance Department	5
Certified Aggregators	27
Jef’s Agro Dealer	1
Production Department	2
Marketing Department	2
Total	38

I. DESIRABLE VOLUNTEERS SKILLS

Additional requirements: A Volunteer should be:

- Proactive, result-oriented, and service-oriented
- Have very good interpersonal skills
- Flexible to work in rural settings

J. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

In Voinjama City, Lofa County, the volunteer’s transportation, accommodation, and meals will be taken care of by the CRS.

K. RECOMMENDED ASSIGNMENT PREPARATIONS

- **Training Material**
In the event the volunteer prepares materials for hand out, they can be printed at the CRS office in Voinjama City. Flip charts, markers, and a projector, if needed, can be obtained at CRS Liberia.
- **Working Environment**
The working environment is great. There is electricity, internet, cellphone signal, key security, and healthcare facility is in Voinjama City. There is no security threat. Culturally, the people are very friendly to work with. The volunteer will work closely with AIIC management team, and in county ASA field team as well.
- **Recommended Reading**
ASA project recommends that the volunteer carefully reads and familiarizes himself/herself with the scope of work and spend time to study the rice value-chain and processing.
- **Weather Appropriate Clothing**
The weather is hot in the dry season, but very cold at night.



L. REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES

Both volunteers participate in a call 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 local 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 local volunteer works directly with the host with assistance/input from the US volunteer. Assignments usually last up to 2 weeks and can sometime extends beyond two weeks due to pending follow up visits, emails etc. Local volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hrs).

Virtual support from a paired US volunteer helps provide supplementary training resources, fill in the gaps for technical areas, and share creative ideas and solutions. Two specific responsibilities are to: (i) complete the outreach component of the assignment and (ii) support the in-country volunteer as needed. US Volunteers typically put in 4-8 hours per week, depending on the nature of the assignment and collaboration.

M. 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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