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

Summary Information	
Assignment Code	LR215
Country	Liberia
Country Project	Cassava
Host Organization	Association of Progressive Farmers Initiative (APROFIN)
Assignment Title	Capacity building on good governance and management
Assignment preferred dates	October-November 2021
Objectives of the assignment	The objective of this assignment is to build capacity of the board and members on good governance and management
Desired volunteer skill/expertise	Formal qualifications in leadership/management studies and extensive knowledge and experience in association development, administration, and management.
Type of Volunteer Assistance	Organizational Capacity Building (O)
Type of Value Chain Activity	Information and Input Support Services (S)
PERSUAP Classification ¹	III

A. BACKGROUND.

The Association of Progressive Farmers Initiative (APROFIN) is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. What makes a cooperative or farmer association different from a conventional business is:

- It fulfils a social or environmental objective, or is formed to fulfil its members’ needs
- It has democratic ownership and control
- It is way of working
- It is legal structure

Association of Progressive Farmers Initiative (APROFIN) is a farmer cooperative located in Voinjama, Voinjama District, Lofa County. The cooperative was established in 2011 and accredited by the Cooperative

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.



Development Agency (CDA). The cooperative is composed of 67 members (44 men and 23 women) that are heavily involved with the cassava production and processing.

The Association of Progressive Farmers Initiative (APROFIN) has six cassava producer organization that supply the only cassava processing mills in Voinjama City, Lofa County.

Association of Progressive Farmers Initiative (APROFIN) has a general assembly and an executive board that is made of the board of directors who supervise the cooperative business, and employees. The general assembly makes the overall decisions, and the executive board oversees the cooperative business and manage staff.

The mission of Association of Progressive Farmers Initiative (APROFIN) is to promote agriculturist units and encourage them to be self-reliant, have good quality of life and stable occupations.

B. ISSUE DESCRIPTION

Weak leadership and management within an association will manifest in the form of poor communication, lack of problem-solving and decision-making skills, occasional conflicts among members unclear roles and responsibilities (for Board members, and management), inability to plan, implement and monitor activities of the association, lack of clear organizational policies and procedures, and poor accountability to members and other stakeholders. For sustainability and growth, organizations such as the Association of Progressive Farmers Initiative (APROFIN) must have effective leadership and management to meet members' expectations and achieve set goals and objectives.

Association of Progressive Farmers Initiative (APROFIN) is currently faced with leadership and management problems due to inadequate knowledge on roles and responsibilities of the board, management, and partners including the local government of Voinjama District resulting in group conflicts and limited involvement of its members in the issues that affect farmers. In addition, there is limited communication skills as regards to good leadership and management skills within the Association of Progressive Farmers Initiative (APROFIN) and its members for better leadership and governance practices.

For sustainability and growth, the Association of Progressive Farmers Initiative (APROFIN) envision good leadership and management system. This technical assistance would be of paramount importance for the entire association to build its cooperative on members who really know what the cooperative is and how it should be well governed and how should it serve its members properly. The training will aim at sharpening their skills so that they are able to minimize challenges faced by their cooperative and also create an enabling environment to improve performance.

C. OBJECTIVES OF THE ASSIGNMENT

This volunteer technical assistance will focus on achieving one major objective: to build capacity of the Association of Progressive Farmers Initiative (APROFIN) Board, its leadership, and lead farmer teams with hands-on best practices in association governance, management principles, group cohesion, conflict resolution, leadership roles and responsibilities, services to be provided by cooperative to their members, communication in a cooperative, and integration of gender, youth and people living with disabilities in the development of the cooperative.



The volunteer is expected to train on the topics outlined above and any other related topics identified by the volunteer that are in line with the host needs.

More specifically:

- Develop training guide for the trainer and trainees.
- Develop the training methodology/approach.
- Conduct the training for the cooperative board and members heavily emphasizing governance, cooperative structure and leadership, human resource management, services to be provided by cooperative to their members, communication in a cooperative, group cohesion dynamics, conflict resolution, and integration of gender, youth and people living with disabilities.
- Prepare a training report detailing how the trainings were conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations.
- Organize a half-day presentation to cooperative members, other stakeholders like local government, buyers, and any other partner to share the training report and recommendations.

The target audience for the training is the Association of Progressive Farmers Initiative (APROFIN) management, board members and representatives of the six major cassava producer organizations. This training will take place at the JEP Guest House. The volunteer is expected to train at least 15 members.

The volunteer will also provide similar training to three (3) affiliated cassava producer organizations that are affiliated to the Association of Progressive Farmers Initiative (APROFIN) and whose members are able to read and write. It is anticipated that this training will take 3 days at the cassava producer organizations attracting 45-50 members including group leaders.

D. HOST CONTRIBUTION

To conduct this assignment, the Association of Progressive Farmers Initiative (APROFIN) is expected to meet the following requirements:

- Mobilize and facilitate cooperative members and staff to attend all the training sessions.
- Provide venue for the training sessions and any other logistics
- The host will also provide translation and where possible
- Commit to implement all the recommendations provided by the volunteer(s) after the completion of the assignments.

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

The Volunteer technical support to Association of Progressive Farmers Initiative (APROFIN) in leadership and management will help the Board, management and Partners understand the principles of running a farmers' association, there will be smooth Governance and working together of all members because the Board and Management will understand their different roles and responsibilities. Association of Progressive Farmers Initiative (APROFIN) members will understand the importance of good communication mechanisms that will keep staff and key stake holders informed of the activities of the cooperative. In addition to the above, the technical assistance provided to Association of Progressive Farmers Initiative (APROFIN) and Cassava Producer Organization will strengthen the leadership and management system due to:



- Clear policies, procedures, and processes in place.
- Well defined leadership roles and responsibilities.
- Well planned & managed meetings with full member participation.
- Joint group decisions and plans.
- Coherent groups with reduced conflict.
- Well defined communication channels.

F. DELIVERABLES

1. Volunteer final report due before departure and people trained
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 manuals

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY

Day	Planned 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	Meet with the Association of Progressive Farmers Initiative (APROFIN) management for introduction and review of the scope of work.
Day 3-12	Start the rollout of agreed work plan and conduct the training.
Day 13	Organize the 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, a final itinerary will be discussed and agreed upon arrival by all parties

H. DESIRABLE VOLUNTEERS SKILLS.

A volunteer should be:

- Proactive, results-oriented, and service-oriented.
- Have very good interpersonal skills.
- Flexible.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

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



J. RECOMMENDED ASSIGNMENT PREPARATIONS

- **Training Materials:**

- In the event the volunteer prepares materials for hand out, they can be printed at the CRS office in Voinjama, Lofa County. Flip charts, markers, and a projector, if needed, can be obtained at the CRS Liberia, Lofa County office.
- Training contents and materials should be tailed to local farmers who have very little or no formal education. Pictures, videos, amongst other useful adults learning materials are recommended.

- **Working Environment**

The assignment will be conducted at the venue provided by Gbehlay Geh cooperative whose office in Karnplay, Gbehlay Geh District, Nimba Count. The volunteer will work closely with Gbehlay Geh Management team, and in county F2F Field team as well.

- **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.

K. 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; Sometimes extending 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.



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.

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