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

Summary Information	
Assignment Code	LR231
Country	Liberia
Country Project	Cassava
Host Organization	Keledu Youth for Peace and Development
Assignment Title	Bolstering capacity on improved business management for profitability, growth, and sustainability.
Assignment preferred dates	February 2022
Objectives of the assignment	The assignment’s overall objective is to empower Keledu Youth for Peace and Development’s management team and affiliates with the necessary business management tools to source financing to overcome the challenge of not having access to finance for sustainable management of the enterprise.
Desired volunteer skill/expertise	<p>A volunteer suitable for this assignment must have adequate experience in developing a fundable business plan for a start-up agribusiness involved in aggregation, processing, and trading cassava-based products. The candidate must have four-plus years of experience as a business development consultant and financial analyst with skills in determining the financial potency of a start-up agribusiness investment decision. The candidate must have a degree in one of the below areas of study:</p> <ul style="list-style-type: none"> • Accounting. • Banking and Finance • Management. • Agribusiness Management. <p>Knowledge and relevant skills needed:</p> <ul style="list-style-type: none"> • Financial modeling and forecasting. • Strategy consulting. • Business development. • Market research and trend analysis. • Excellent communication and writing skills. <p>He/she must be prepared to work in remote settings and work with start-up agribusinesses in 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

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



A. BACKGROUND

Keledu Youth for Peace and Development is registered as an association by youth in the township of Keledu in the suburb of Foya Town. Keledu Youth for Peace and Development is engaged in the aggregation and processing of cassava tubers into finished cassava-derived products like deepah, gari, and native cassava starch. It currently has a total membership of 150 members. Twenty-five percent of the total membership is involved in lowland rice farming while 75% is involved in cassava farming.

Keledu Youth for Peace and Development was among the many beneficiaries that received training in post-harvest loss reduction and business management from CNFA-USAID funded Liberia Agribusiness Activity (LADA) project. It was rated on the LADA agribusinesses performance scorecard as not replicating improved technologies and not practicing good record keeping. Therefore, it was branded on the scorecard as “not needing further assistance.” However, since the closeout of the LADA project, things have changed. Keledu Youth for Peace and Development is making gainful strives and the branding is no more be applicable to this start-up agribusiness.

Nonetheless, there are still challenges that are restraining the achievement of the goals like increasing profitability, driving growth, and ensuring sustainable management of the enterprise. These challenges are amply discussed in the problem, cause, and effect section below.

B. ISSUE DESCRIPTION

The Problem

As a start-up agribusiness operating in an ecosystem challenged by poor processing infrastructures, bad roads, lack of business and forward market linkages, and lack of private sector willingness to invest in the agricultural sector, Keledu Youth for Peace and Development is overwhelmed with two topline problems:

lack of both investment capital and working capital.

The Causes

Keledu Youth for Peace and Development’s inability to source investment and working capital for sustainable operations can grossly be attributed to the below listed causes:

- Lack of adequate knowledge in improved business and financial management best practices.
- Lack of strategic and fundable business plan.

Lack of Knowledge in Improved Business and Financial Management Best Practices

Knowledge in improved business and financial management best practices is essential ingredient needed to ensure the efficient management of the business of any type for sustainable results. Any investors, be it microfinance instructions, banks, or angel investors, that have explicit desires in investing in agribusiness ventures of any sort, would firstly like to know whether said agribusiness ventures are carrying out sound and efficient business and financial management best practices. Secondly, these investors will take a keen look at the business’ cash flow statements; these measure the financial health of any business regardless of type. A miss-out on any of the two important ingredients will become fatal to a business that is striving to achieve the goals of increasing profitability, driving growth, and ensuring sustainability.

review and designing, business plan development and strategies development and **Type IV** as assignments associated with other USAID projects and collaborators.



Lack of Strategic and Fundable Business Plan

Before a business of any type looks for funding, it must first create a business plan that is strategic and fundable. The business plan must determine how much money the business needs and for what it will be used. The business plan will help the owner-manager understand the timing of the funding. For example, if a business is seeking funding now to build out a location, or if the business wants to receive funding in stages or tranches. These two questions will be answered by a business plan. Additionally, a business plan is important for business management because the amount of funding a business seeks will affect the sources of funding the business approaches.

Keledu Youth for Peace and Development does not have this important tool to manage the association effectively and efficiently for profitability, growth, and sustainability.

Adverse effects created on Keledu Youth and Development's ability to access investment and working capitals because of the lack of improved business and financial management best practices and strategic and fundable plan are herein outlined below.

The Effects

Adverse effects due to the Keledu Youth for Peace and Development's inability to access investment and working capitals include the following:

- **Low production**

Keledu Youth for Peace and Development is unable to purchase more cassava tubers (raw material) from its cassava farmers membership of 112. Members are not willing to give out cassava tubers for longer periods.

- **Low profitability**

Keledu Youth for Peace and Development is unable to make enough sales to cover purchasing costs and expenses because of its inability to purchase more raw material to produce more products and realize more gross sales revenue. Because of this, Keledu Youth for Peace and Development's profit margin is low.

- **Low growth potential**

Keledu Youth for Peace and Development potential to drive growth is very small due to low profitability as a result of low production because of Keledu Youths for Peace and Development's inability to purchase more cassava tubers.

- **Skewed chances for sustainability**

Keledu Youth for Peace and Development's inability to purchase more cassava tubers for production inhibit its ability to manage for sustainability due to low growth potential because of low profitability due to low production.

The Solutions

To help Keledu Youth for Peace and Development overcome supra mentioned problems the below listed solutions must be formulated and implemented:

- Develop templates on improved financial record-keeping system that are user-friendly and provide training to Keledu Youth for Peace and Development and affiliate heads for the purpose of enabling them to financial records for financial statement preparation.



- Develop templates on financial reporting and provide hands-on training on how to prepare financial statements.
- Develop templates on business plan development and provide hands-on training to Keledu Youth for Peace and Development and affiliate heads on how to prepare business plan for funding.
- Provide Keledu Youth for Peace and Development and affiliate heads training on basic business planning and development. A flow chart pattern can be the way forward.
- Review the management structure of Keledu Youth for Peace and Development and help to re-structure if need be.

C. OBJECTIVES OF THE ASSIGNMENT

The primary objective of this assignment is to bolster the capacity of Keledu Youth for Peace and Development and affiliate heads on accessing investment and working capital for the purposes of investing in processing infrastructure, purchasing more raw material, increasing production for more profit, driving growth, and ensuring sustainability.

The specific objectives are:

- Develop training guide for the trainer and trainees.
- Develop the training methodology/approach.
- Conduct a seven-day training for 50 people, Keledu Youth for Peace and development management team (15) and affiliate heads (35) in financial record-keeping, financial reporting, business plan development, and cash flow projection and management.
- Design templates that will facilitate proper business planning and development for Keledu Youth for Peace and Development and affiliate heads.
- Provide knowledge on best practices in business planning and development.
- Provide Keledu Youth for Peace and Development and affiliate heads with knowledge appropriate for increased revenue while reducing expenses.
- Prepare 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 Keledu Youth for Peace and Development and affiliate heads to share the training report and recommendations.

D. HOST CONTRIBUTION

To conduct this assignment, Keledu Youth for Peace and Development is expected to meet the following requirements:

- Mobilize and facilitate staff and affiliates to attend all 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:

- Improved business and financial management best practices.
- Improved chances of access to finance for investment and working capital purpose.
- Timely preparation of month-end financial reports.



- Organized financial record-keeping system that will track financial transactions of Keledu Youth for Peace and Development management team operations for production of month-end financial reports to facilitate the securing of bank line of credit or loan.
- Keledu Youth for Peace and Development will be operated as a going-concern enterprise.
- Increased sales and net profit.
- Secured investment loan to purchase modern cassava processing equipment.
- Keledu Youth for Peace and Development capacity to know its cash flows and financial stand well defined.
- Keledu Youth for Peace and Development demonstrates the ability to apply general management know-how in practical business situations.
- Submission of final assignment report.

F. DELIVERABLES

1. Vol 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	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 Keledu Township in Foya District, Lofa County for introduction to the Association 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
Keledu Youth for Peace and Development Management Team	15



Certified Affiliate Heads	35
Total	50

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 and accommodation will be taken care of by 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 good. There is electricity, internet, cell phone signal, key security, and healthcare facility in Voinjama City. There is no security threat. Culturally, the people are very friendly to work along with. The volunteer will work closely with Keledu Youth for Peace and Development 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 his/her time studying about cassava 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; 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.

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.

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