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

Summary Information	
Assignment Code	LR237
Country	Liberia
Country Project	Cassava
Host Organization	Kwe-pa-geh Cassava Farmers Association
Assignment Title	Capacity building on farm financial record keeping
Assignment preferred dates	February 2022
Objectives of the assignment	<p>Provide framework for farm business as a basis for transiting from subsistence farming to commercial farming:</p> <ul style="list-style-type: none"> • Farm record keeping across all enterprises of farmers (including cassava and rice crops) including basic aspects of farm planning • Reviewing organization records and streamline them <p>Enable farmers to assess the profitability of their farm business operations and improve in their business skills</p>
Desired volunteer skill/expertise	<ul style="list-style-type: none"> • Formal qualifications in agribusiness, farm business management and production economics are desirable • Good knowledge on smallholder subsistence and semi-commercial agriculture in developing tropical countries • Good knowledge of both animal and crop husbandry farm records
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.

Kwe-pa-geh Cassava Farmers Association was founded in December 2014 by the Feed the Future Liberia Agribusiness Development Activity (LADA-USAID project) in Nyah town, Todee District, Montserrado County. It has active membership based of 70 local cassava farmers/producers (28 male and 48 female farmers) each operating between 2.8 – 2.9 hectares of cassava farmland. The Kwe-pa-geh Cassava Farmers Association has approximately 196 hectares of cassava farmland.

This farmer association contributes 32% of the raw materials supplies to the Bravo Sister Enterprise. The objective of Kwe-pa-geh Farmer Association is to enhance farmers' knowledge and skills, boost the modernization of agriculture, increase cassava yields, improve farmers' livelihood, and develop the rural economy.

B. ISSUE DESCRIPTION

Improving on-farm income earnings from agriculture enterprises is considered a key strategy of addressing poverty and transitioning of Liberia's agriculture from subsistence to commercial farming. The majority of rural farmers lack the appropriate skills to operate their farms as profitable enterprises. The average Liberian rural farmer has historically carried out farming primarily to meet household food requirements, selling the excess, and often at a loss because production factors are not factored into the pricing primarily because farmers do not keep records. Therefore, to improve the livelihoods of rural farmers, it is critical for them to start viewing farming as a business.

A major challenge with many of Kwe-pa-geh Cassava Farmers Association members is that they do not keep records and determine profitability by a gross estimate, at best. To be competitive and take advantage of the new opportunities that are arising, farmers increasingly must adapt their farm business to market changes and improve efficiency, profitability, and income. As a first and necessary step, therefore, the farmers must keep records of their expenses and incomes, short of which farming will remain largely a subsistence undertaking. With good record keeping, they will be in position to make business/investment decisions from informed positions. Proper farm records are also important to accessing any farm credit facility. It is upon proper records that assessors depend on to pre-qualify credit grants. This is always associated with poor farm planning such as assessing the land size and allocating it appropriately to manage the various business operations whether cassava, or rice. This results in poor land management practices and can lead to land degradation in the long run.

The failure to keep records is due to rural farmers lack of relevant skills necessary to operate farm enterprises on business principles. Therefore, they are not able to maximize the benefits of their investments and remain poor despite all their hard work. Farmers generally lack knowledge in enterprise selection, enterprise budgeting, farm business planning, importance of record keeping and the different



types of records, the role of appropriate technology (such as use of improved seeds and complementary inputs) in profit maximization, importance of functional linkages (such as input and output markets, credit and extension services) in sustaining the farm business, business performance assessment, risk management, and how various farming or business enterprises interact with each other to enhance production.

The management of Kwe-pa-geh Cassava Farmers Association requested for CRS' Farmer to Farmer technical assistance to train its members in farm records keeping skills and be able to negotiate for better cassava prices, select more profitable enterprises for investment and make better & informed production and marketing decisions for cassava farming operations.

C. OBJECTIVES OF THE ASSIGNMENT

Kwe-pa-geh Cassava Farmers Association has requested for a F2F volunteer to assist the organization in introducing the concept of farm record keeping among the targeting members at the farmers level and a review of records at the organization level. Record keeping will help farmers understand profitability, cost of production, break even points, and hence make better and informed investment decisions.

The specific topics for the volunteer to provide technical support are:

1. Importance of keeping farm records
2. Types of farm records (production records & labor records)
3. Cash inflow and outflow records/sales records
4. Preparation of simple income statements and balance sheets
5. Profit and loss calculations
6. Cost benefit analysis for major cassava enterprises
7. Basics of farm business planning

In addition, the volunteer will produce a manual/a guide for training of trainers for both the farm level and organizational level training.

The volunteer will work towards attaining the objectives at two levels. At the grassroots level, the volunteer will work directly with farmers, s/he will train the farmers in keeping basic farm records. At the level of the organization, the volunteer will train the management and board members strategic business skills.

D. HOST CONTRIBUTION

To conduct this assignment, Kwe-pa-geh Cassava Farmers Association 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 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

Technical assistance that helps improve farm business management skills will help improve cassava productivity, incomes, and overall wellbeing of the farmers.

The anticipated deliverables include:

- Trainings conducted and people trained
- Developed manual on farm record keeping
- Debriefing with USAID and in-country group presentations during or after assignment
- Assignment report

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 project 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 Kwe-pa-geh Cassava Farmers Association 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 project staff

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

H. DESIRABLE VOLUNTEERS SKILLS.

Additional requirements:

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

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

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. Flip charts, markers, and a projector, if needed, can be obtained at the CRS Liberia Office.
- Training contents and materials should be tailed to local with 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 Kwe-pa-geh Cassava Farmers Association whose office is in Nyah, Todee District, Montserrado County. The volunteer will work closely with Kwe-pa-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 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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