To express interest in this assignment for virtual support, please email emily.keast@crs.org
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CRS Farmer to Farmer Program
Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	**LR241**
Country	Liberia
Country Project	Cassava
Host Organization	1. United Women for Peace and Development 2. Togetherness Cassava Group 3. Nyehn Lowland Farmer Association 4. Mandate for Positive Change (MPC) 5. Gborgbor Town Community Agriculture Project
Assignment Title	Capacity Building on Farm Financial Record Keeping
Assignment preferred dates	March 2022
Objectives of the assignment	Provide framework for farm business as a basis for transiting from subsistence farming to commercial farming: • Farm record keeping across all enterprises of farmers (including cassava and rice crops) including basic aspects of farm planning • Reviewing the organization's records and streamlining them • Enable farmers to assess the profitability of their farm business operations and improve their business skills
Desired volunteer skill/expertise	• Formal qualifications in agribusiness, farm business management and production economics are desirable • Strong knowledge on smallholder subsistence and semi-commercial agriculture in developing tropical countries • Strong knowledge of both animal husbandry and crop 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

A. BACKGROUND.

1. United Women for Peace and Development

United Women for Peace and Development was founded in December 2016 by the Feed the Future Liberia Agribusiness Development Activity (LADA-UASID project) in Nyah Town, Todee District, Montserrado County. It has an active membership base of 54 local cassava farmers/producers (10 male and 44 female farmers), each of them currently operating between the minimum of 2.8 hectares of cassava farmland and the maximum of 2.9 hectares of cassava farmland. Thereby, the United Women for Peace and Development has an approximate total of 153.90 hectares of cassava farmland.

This farmers' association contributes 32% of the raw materials supplies to the Bravo Sister Enterprise.
The objective of United Women for Peace and Development is enhancing farmers' knowledge and skills, boosting the modernization of agriculture, increasing cassava yields, improving farmers' livelihood, and developing rural economy.

2. Togetherness Cassava Group

The Togetherness Cassava Group was founded in December 2016 by the Feed the Future Liberia Agribusiness Development Activity (LADA-UASID project) in Nyehn Town, Todee District, Montserrado County. It has an active membership base of 42 local cassava farmers/producers (24 male and 18 female farmers), each of them currently operating between the minimum of 1.8 hectares of cassava farmland and the maximum of 1.9 hectares of cassava farmland. The Togetherness Cassava Group has an approximate total of 77.70 hectares of cassava farmland.

This farmer association contributes 32% of the raw materials supplies to the Bravo Sister Enterprise.
The objective of Togetherness Cassava Group is enhancing farmers' knowledge and skills, boosting the modernization of agriculture, increasing cassava yields, improving farmers' livelihood, and developing rural economy.

3. Nyehn Lowland Farmer Association

Nyehn Lowland Farmer Association was founded in December 2016 by the Feed the Future Liberia Agribusiness Development Activity (LADA-UASID project) in Nyehn Town, Todee District, Montserrado County. It has an active membership base of 57 local cassava farmers/producers whereby 39 are male, and 18 are female farmers, each of them currently operating between the minimum of 3.6 hectares of cassava farmland and the maximum of 6.01 hectares of cassava farmland. Approximately, the Nyehn Lowland Farmer Association has a total of 273.89 hectares of cassava farmland. This Nyehn Lowland Farmer Association contributes 21% of the raw materials supplies to the Bravo Sister Enterprise.

[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 objective is to support strengthening the member organizations' capacity to deliver adequate services to the members of Nyehn Lowland Farmer Association.

4. **Mandate for Positive Change (MPC)**

Mandate for Positive Change (MPC) founded in August 2017 by the Feed the Future Liberia Agribusiness Development Activity (LADA-UASID project) in Nyehn Town, Todee District, Montserrado County. It has an active membership base of 54 local cassava farmers/producers whereby 31 are male, and 23 are female farmers, each of them is currently operating between the minimum of 4.2 hectares of cassava farmland, and the maximum of 5.8 hectares of cassava farmland. The Mandate for Positive Change (MPC) operates and approximate of 233.485 total heaters of cassava farmland. The Mandate for Positive Change (MPC) contributes 17.6% of the raw materials supplies to the Bravo Sister Enterprise. The objective of Mandate for Positive Change (MPC) is to facilitate the empowerment of farmers/producers through assistance for mobilization, organization into associations and cooperatives for their increased participation in planning, marketing, technology dissemination and agro-processing.

5. **Gborgbor Town Community Agriculture Project**

Gborgbor Town Community Agriculture Project was founded in January 2015 by the Feed the Future Liberia Agribusiness Development Activity (LADA-UASID project) in Nyehn Town, Todee District, Montserrado County. It has an active membership base of 49 local cassava farmers/producers whereby 26 are male and 23 are female farmers, each of them currently operating between the minimum of 4.03 hectares of cassava farmland and the maximum of 5.5 hectares of cassava farmland. The Gborgbor Town Community Agriculture Project operates approximately 233.485 total hectares of cassava farmland. This Gborgbor Town Community Agriculture Project contributes 19.4% of the raw material supplies to the Bravo Sister Enterprise. The objective of Gborgbor Town Community Agriculture Project is to ensure capacity building of manpower engaged in overall agricultural development and strengthen infrastructural support for the benefit of the farmer/producer.

A. 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. A majority of our 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 United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, Mandate for Positive Change (MPC), and Gborgbor Town Community Agriculture Project members is that they do not keep records, making a determination of

profitability 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 a position to make business/investment decisions from informed positions. Proper farm record is also important to accessing any farm credit facility. It is upon proper record 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 in the long run, can led to land degradation if not addressed.

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 of 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 United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, Mandate for Positive Change (MPC), and Gborgbor Town Community Agriculture Project requested for CRS' Farmer to Farmer technical assistance to train its members in farm records keeping skills and negotiate for better cassava prices, select more profitable enterprises for investment and make better & informed production and marketing decisions for cassava farming operations.

B. OBJECTIVES OF THE ASSIGNMENT

United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, and Mandate for Positive Change (MPC) have requested for a F2F volunteer to assist the organization in introducing the concept of farm record keeping among the targeting members at farmers' level and a review of records at the organizational level. Record keeping will help farmers understand the profitability, cost of production, break even points and hence make better, informed investment decisions.

The specific topics for the volunteer to provide technical support in 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 farmer level- and organizational level – training. The volunteer will work towards attaining the objectives at two levels: at the grassroots level, 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.

C. HOST CONTRIBUTION

To conduct this assignment, United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, Mandate for Positive Change (MPC), and Gborgbor Town Community Agriculture Project 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 when possible
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignments.

D. 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

E. 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

F. 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 United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, Mandate for Positive Change (MPC) Gborgbor Town

	Community Agriculture Project, Management for introduction and review of the scope of work.
Day 3-12	Start the rollout of agreed work plan and conduct the trainings
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

G. DESIRABLE VOLUNTEERS SKILLS.

Additional requirements; a volunteer should be:

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

H. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

The volunteer transportation, and accommodation will be taken care of by the CRS.

I. 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.
  - 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 United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, Mandate for Positive Change (MPC) and Gborgbor Town Community Agriculture Project whose offices are in Nyah, Todee District, Montserrado County. The volunteer will work closely with United Women for Peace and Development, Togetherness Cassava Group, Nyehn Lowland Farmer Association, and Mandate for Positive Change (MPC) Management team, and in county F2F Field team as well.
- **Recommended Reading**

  Liberia F2F program recommends that the volunteer familiarizes themselves with this scope of work and to take his or her time to read about the cassava value chain sub-sector in Liberia.

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.

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