



To express interest in this assignment for virtual support, please email [emily.keast@crs.org](mailto:emily.keast@crs.org)  
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### CRS Farmer to Farmer Program

#### Volunteer Assignment Scope of Work

| Summary Information          |  |
|------------------------------|--|
| Assignment Code              | LR248  |
| Country                      | Liberia  |
| Country Project              | Agro Input Dealers (Cassava and Rice)  |
| Host Organizations           | <ol style="list-style-type: none"> <li>1. Chris Business Center,</li> <li>2. Devine Hands of God Holdings, Inc,</li> <li>3. Global Agro Center,</li> <li>4. Hawa Armah Business Center</li> <li>5. Roselyn Chemical Enterprise</li> <li>6. Sunrise Agro Chemical Center</li> </ol>   |
| Assignment Title             | Building capacity in organizational development, marketing strategies & plan development, and contract farming model agreement development   |
| Assignment preferred dates   | April, 2022  |
| Objectives of the assignment | <p>The objectives of this assignment are to:</p> <ul style="list-style-type: none"> <li>• Set the stage for processors/buyers/farmers to provide seeds and other inputs to producer organizations as part of contract farming.</li> <li>• Provide an opportunity for the value chain actors involved to identify their individual strengths and weaknesses and how their collective efforts can bring gains to their businesses through mutual relationship, regardless of the challenges at individual level.</li> <li>• Increase private sector investment in agriculture.</li> <li>• Generate a steady income source at the individual farmer level.</li> <li>• Help producer organizations and smallholder farmers to overcome the challenges of access to finance for increased agricultural productivity.</li> <li>• Provide a practical and process-oriented approach for a sound planning and implementation of contract farming (CF) scheme.</li> <li>• Design of viable contract farming arrangement as part of an urgently required business model innovation based on a rapid but sound assessment of the starting situation.</li> <li>• Enable owner-managers of the six agro businesses to have the skills of:               <ol style="list-style-type: none"> <li>I. Exploring market opportunities.</li> <li>II. Increasing competitiveness.</li> </ol> </li> </ul> |



|                                   |  |
|-----------------------------------|--|
|                                   | <p>III. Enhancing process sustainability</p> <p>IV. Enable owner-managers of the six agro businesses understand the four Ps of Marketing and the steps required to develop a strategic marketing plan.</p> <p>V. Build a whole functioning agro inputs industry in Liberia.</p> <p>VI. Help the ASA project achieves its goal of increasing the availability of domestically processed cassava-based products and rice.</p>  |
| Desired volunteer skill/expertise | <p>A suitable volunteer candidate for this assignment must have relevant experience working with agro-businesses and smallholder farmers association and the agriculture sector.</p> <p>The candidate shall have:</p> <ul style="list-style-type: none"> <li>• Formal qualifications in Agribusiness, with experience in agro-enterprise development, administration, and management.</li> <li>• Agribusiness development experience in developing countries with expertise in contract farming and business plan models templates development, administration, and management.</li> <li>• Agricultural marketing and risk management</li> <li>• Agribusiness supply chain and investment</li> <li>• Good adult facilitation and interpersonal skills</li> </ul> |
| Type of Volunteer Assistance      | Business Enterprise Development (E)  |
| Type of Value Chain Activity      | Information and Inputs Support Services (S)  |
| PERSUAP Classification            | Type III   |

## A. BACKGROUND

### 1. Chris Business Center

Chris Business Center is a Liberian-owned agro enterprise that sells assorted agro inputs to diverse smallholder farmers in the agriculture value chains of cassava, cocoa, rice, and vegetable. Chris Business Center has not received financing to augment the purchase of stock or improve business image. The total farmer-customers base of Chris Business Center is 200. Approximately 80 % of Chris Business Center farmer-customers come from Montserrado, Margibi, and Bong Counties respectively. 50% of Chris Business Center farmer-customers base of 200 is in the agriculture value chains of cassava and rice. Chris Business Center owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Chris Business Center record-keeping system was up to date. Sales and other financial transactions of the business were tracked. With the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Chris Business Center, Inc record-keeping system has become very



sluggish. There is no trace of records on sales, inventory, or expenses incurred for business operations. Chris Business Center was recommended by CNFA-LADA project to be provided training in business management and access to finance.

## **2. Devine Hands of God Holdings, Inc**

Devine Hands of God Holdings, Inc, a registered Liberian-owned agro enterprise, sells assorted kinds of agro chemicals, fertilizer, seeds, plant food, and farm tools. Devine Hands of God Holding, Inc has not secured financing to increase inventory or improve business image. Devine Hands of God Holdings, Inc has a total farmer-customers base of 180 is in the agriculture value chains of cassava and rice. These farmer-customers come from various counties in Liberia. The notable ones are Montserrado, Bong, Nimba, and Margibi respectively. Devine Hands of God Holdings, Inc owner-manager and staff had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Devine Hands of God Holdings, Inc record-keeping system was unique. Sales and other financial transactions of the business were tracked. But with the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Devine Hands of God Holdings, Inc record-keeping system has become very sluggish. There is no trace of records on sales, inventory, or expenses incurred for business operations. Devine Hands of God Holdings, Inc was recommended by CNFA-LADA project to be provided with business management and access to finance training.

## **3. Global Agro Center(GAC)**

Global Agro Center(GAC) is a Nigerian-owned agro enterprise that sells various kinds of agro inputs and tools to diverse smallholder farmers in the agriculture value chains of cassava, cocoa, rice, and vegetable. Global Agro Center has not received bank loan or line of credit to increase inventory or improve the business image. The farmer-customer base of Global Agro Center is 150. 65% of these farmer-customers come from counties like Montserrado, Bong, and Margibi. Of the 150 farmer-customers, 65% is in the agriculture value chains of cassava and rice whilst the remaining 35% is other agriculture value chains. Global Agro Center owner-manager and worker had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Global Agro Center record-keeping system was unique. Sales and other financial transactions of the business were tracked. With the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Global Agro Center record-keeping system has become non-existent. There is no trace of records on sales, inventory, or expenses incurred for business operations. Global Agro Center was recommended by CNFA-LADA to be provided with business management and access to finance training.

## **4. Hawa Armah Business Center**

Hawa Armah Business Center is a Liberian-owned agro enterprise that sells various types of agro chemicals, fertilizer, plant food, and farm tools. Hawa Armah Business Center has not sourced bank loan or line of credit to increase inventory, brand business image and as increase outreach. The total farmer-customers base of Hawa Armah Business Center is approximately 125 smallholder farmers. 55% of the



farmer-customers comes from Montserrado, Bong, and Margibi Counties respectively. Approximately 70% of Hawa Business Center farmer-customers base of 125 is in the agriculture value chains of cassava and rice. Hawa Armah Business Center owner-manager and worker had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Hawa Armah Business Center record-keeping system was unique. Sales and other financial transactions of the business were tracked. With the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Hawa Armah Business Center record-keeping system has collapsed. There is no trace of records on sales, inventory, or expenses incurred for business operations. Hawa Armah Business Center was recommended by CNFA-LADA to be provided with business management and access to finance training.

#### **5. Roselyn Chemical Enterprise**

Roselyn Chemical Enterprise is a registered Liberian-owned agro enterprise that sells different types of agro chemicals, fertilizer, plant food, and farm tools. Roselyn Chemical Enterprise has not received bank loan or line of credit to increase inventory purchase, brand business image and establish a branch. Roselyn Chemical Enterprise has an approximate total of 180 farmer-customers with 55% in agriculture value chains of cassava and rice production and 70% supply from customers in Montserrado, Bong, and Margibi Counties. Roselyn Chemical Enterprise owner-manager and workers had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Roselyn Chemical Enterprise record-keeping system was intact. Sales, purchases, and other financial transactions of the business were tracked. With the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Roselyn Chemical Enterprise record-keeping system has collapsed. There is no trace of records on sales, inventory, or expenses incurred for business operations. Roselyn Chemical Enterprise was recommended by CNFA-LADA to be provided with business management and access to finance training.

#### **6. Sunrise Agro Chemical Center**

Sunrise Agro Chemical Center is a Liberian-owned registered agro enterprise that sells various types of agro chemicals, fertilizer, plant food, and farm tools. Sunrise Agro Chemical Center has not received any business loan or bank line of credit to increase inventory or expand operations in other areas. Sunrise Agro Chemical Center has a total of approximately 190 farmer-customers. Roughly 85% of the farmer-customers base of 190 comes either Montserrado, Bong, or Margibi Counties. 45% of this farmer-customers of 190 is in the agriculture value chains of cassava and rice. Sunrise Agro Chemical Center owner-manager and workers had received safer inputs use and environmental compliance training from Cultivating New Frontiers in Agriculture (CNFA) through its USAID funded Liberia Agribusiness Development Activity (LADA) project. Up to 2020 when the LADA project activities were on-going in Liberia, Sunrise Agro Chemical Center record-keeping system was precise and intact. Sales, purchases, and other financial transactions of the business were tracked. With the closure of the LADA project activities and subsequent departure of CNFA from Liberia, Sunrise Agro Chemical record-keeping system dwindled. There is no trace of records on sales, inventory, or expenses incurred for business operations. Sunrise Agro Chemical Center was recommended by CNFA-LADA to be provided with business management and access to finance training.



## **A. ISSUE DESCRIPTION**

Chris Business Center, Devine Hands of God Holdings, Inc, Global Agro Center, Hawa Armah Business Center, Roselyn Chemical Enterprise, and Sunrise Agro Chemical Center are playing important role in the development of Liberia agricultural sector by selling assorted agro chemicals, fertilizer, plant food, and farm tools to actors in the agriculture value chains of cassava and rice. Despite these noteworthy efforts, these six agro enterprises are constrained by the lack of access to finance, it was realized that these six agripreneurs are unable to increase inventories, despite increased demand, expand business operations in other areas, and improve business image due to the acute lack of finance. Drivers for the existence of this perennial problem are the lack of knowledge in organizational development, access to financial, marketing strategies and plan development, and designing of contract farming agreement and as well knowing its importance to business success. From time in memorial, banking or professional microfinance institutions do not make loan to enterprises that do not adopt improved business and financial management practices into their day-to-day operations. As such, lack of access to finance will continue to be a major challenge of these six agro enterprises. Spill-over effects created because of the existence of the problem and lingering causes, range from low profitability due to low sales, poor business image, low level of growth, skew chances of becoming sustainable and loss of income to farmers because of low productivity due to their inability to procure needed agro inputs and tools. To make robust impact in the management and sustainability of these six agro enterprises, it would be prudent to implement the recommendations of CNFA-LADA project to scale-up the governance, management, financial management, and sustainability by providing these six agripreneurs and affiliated farmer-customers a-four-day training in organizational development, marketing strategies and plan development, and contract farming agreement design and administration. Training time for each of the thematic areas should last for two and a half hours to allow better facilitation and comprehension.

The justification to provide these six agripreneurs and affiliated farmer-customers with training in these thematic areas are as follow:

### **1. Organizational Development.**

It's difficult to overestimate the importance of organizational development to a business success, but it is important for any entrepreneur to understand organizational development because it affects every aspect of decision-making to ensure success. Providing these six agripreneurs and affiliated farmer-customers with training in this thematic area, it will enable them to develop the skills needed to improve on their business and financial management practices that will lead to increased profit, galvanize growth, and ensure sustainability.

### **2. Marketing Strategies and Plan Development.**

Developing marketing strategies are important for business success because simply put, it sets out a business goals, including who should be ideal customers and how they can be reached. On the other hand, having a marketing plan for a business can help managers to identify a business target market and how the target market can benefit from business products or services. Besides, it helps managers to identify how the business can attract new customers and as well encourage existing customers to continue purchasing the business products or services. Developing the skills of these six agripreneurs and their respective farmer-customers in marketing strategies and plan development, will be a galvanizing move to empowering them to take robust actions to overcome the problem of lack of access to finance.





### **3. Contract Farming Agreement Design and Administration.**

Contract farming reduces the risk of production, price fluctuation, and marketing costs. Contract farming can also open-up new markets which would otherwise be unavailable to smallholder farmers and agro dealers as well. It also ensures higher production of better quality, financial support in cash or kind and it serves as a conduit for smallholder farmers to receive technical guidance. Besides, it enables agro dealers to have access to finance because contract farming document be used as a collateral to receive bank financing. Through the concept of account receivable factorization, banks can avail financing to these agripreneurs on the account of the contract farming agreement document. Building the skills of these six agripreneurs and farmer-customers in contract farming agreement design and administration, it will help these agripreneurs to overcome the challenge of lack of access to finance and it will help the smallholder farmers increase their productive yield thereby leading to increase in income. This volunteer assignment must focus on building the skills these six agripreneurs and respective farmer-customers in the supra mentioned thematic areas so that they will overcome challenge of lack of access to finance and take their respective businesses to new prosperous dimensions. It must as well inculcate designing customized user-friendly templates on contract farming agreement designing and administration and marketing plan development to guide these six agripreneurs for future arrangements.

### **B. OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is through a training, the capabilities of six agripreneurs and affiliated will be upgraded in terms of designing contract farming, six agripreneurs and affiliates will be equipped with the needed knowledge and skills to develop contract farming, ensure administration and management to support the profitable commercialization of their rice and cassava business for sustainability. Ensure farmer-customers overcome the problems of marketing, poor business and financial management practices and lack of access to finance.

The specific objectives of this SOW are:

- Develop training guide for the trainer and trainees
- Develop the training methodology/approach
- Train the six agripreneurs and affiliates about the way contract farming works, especially illustrating the agro-dealers model- i.e., flow chart showing the relationship between farmers, aggregators, agro input dealers and processor.
- Train six agripreneurs and affiliates about four key benefits of contract farming and spelling out and inherent potential risks.
- Disaggregate participants into actionable groups for crafting of a model contract farming based on template developed by the US and Local Volunteer.
- Facilitate by incorporating a SWOT analysis for each organization and group of organizations to identify their strengths, weaknesses, opportunities, and potential threats. They will use the results from this analysis to properly field in their individual roles and responsibilities in contract farming agreement.
- Develop contract farming template from the perspective of the farmers, agro input dealers, processor, and producer organizations that are involved in production.



- Train the six farmer-customers in organizational development, marketing strategies and plan development.
- Provide a practical and process-oriented approach for a sound planning and implementation of contract farming (CF) scheme.
- Prepare a training report, detailing how the trainings were conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations on how to reduce postharvest losses.
- Organize a half -day presentation to members, other stakeholders like local government, buyers, any other partner to share the training report and recommendations.

#### C. TARGET AUDIENCE:

- ✓ Management Team composition includes:
  - Owner-Managers (1person for each of the six agro enterprises).
  - Sales Assistant (1 person each of the six agro enterprises).
- ✓ Affiliated Farmer-Customers:

D. Affiliated farmer- customers (28 persons for each of the six agro enterprises)

#### Breakdown of target audience:

|                                   |               |
|-----------------------------------|---------------|
| Agripreneurs(1x6)                 | = 6 persons   |
| Sales Assistants(1x6)             | = 6 persons   |
| Affiliated farmer-customers(28x6) | = 168 persons |
| Total Persons                     | = 180 persons |

#### E. HOST CONTRIBUTION

To conduct this assignment, producer organizations and affiliates are expected to meet the following requirements:

- Mobilize and facilitate staff and affiliates to attend all the training sessions.
- Provide venue for the training sessions.
- Commit to implementing all the recommendations provided by the volunteer (s) after the completion of the assignments.

#### F. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Following the completion of this assignment, the below listed outcomes are anticipated:

- The six agripreneurs skills will improve in decision-making that will lead to a successful management of their respective businesses
- The six agripreneurs and affiliates will understand the importance of contract farming
- The six agripreneurs and affiliates will have the knowledge and skills needed in designing contract farming.



- The six agripreneurs and affiliate will be able to access finance because of the contract farming agreement.
- The six agripreneurs and Smallholder farmers at the base of the pyramid will overcome access to finance challenge thereby leading to increased productivity and income.
- Market linkages will be created between smallholder farmers, producer organizations, and agro input dealer, and processor and quantity and fixed price will be established because of the contract farming agreement.
- The six agripreneurs and affiliate will have guaranteed market access.
- The six agripreneurs market size and sales revenue will increase as result of establishing contract farming relationship with producer organizations and processor.
- The six agripreneurs will revert to the use of record-keeping system to track information on sales, inventories, and other operational expenditures of their respective businesses.

#### **E. DELIVERABLES**

- a. Training attendance list for members will be supplied by the host organizations and affiliated farmer-customers.
- b. Develop training manual and template.
- c. Debriefing with USAID and in country group presentations after assignment
- d. Group presentation with local stakeholders at the end of the assignment
- e. A compilation of training materials used during the training.
- f. Submission of the assignment report

#### **F. SCHEDULE OF VOLUNTEER ACTIVITIES IN LOFA**

| Day        | Activity  |
|------------|---|
| Day 1      | Orientation session and travel to Lower Montserrado County  |
| Day 2      | Introduction and review of schedule, final preparation for training   |
| Day 3-5    | Start roll-out of the agreed work plan and conduct of training with the first cohort of 30 participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system |
| Day 6-9    | Training continues for second cohort (30) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system  |
| Day 10-13  | Training continues for third cohort (30) participants for the period of four days with host organizations-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system                           |
| Day 14- 17 | Training continues for fourth cohort (30) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system  |
| Day 18-21  | Training continues for fifth cohort (30) participants for the period of four days-considering SWOT analysis + consolidating and submit assignment reports (word and ppt) along with annexes- warehouse receipt system   |





|         |   |
|---------|---|
| Day 22  | Debrief with host organizations and CRS field staff, final review and agreement of volunteers' recommendations and action plan, adjust assignment reports based on feedback from field level debrief (if there be a need) |
| Day 23  | Travel from Lower Montserrado County to Hotel in Central Monrovia   |
| Days 24 | Preparation for final debrief with USAID, posting of key successes of assignment on Facebook and other social media platforms   |
| Days 25 | Debriefing at CRS office with ASA Team and USAID local Mission.   |

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

#### G. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

In Todee District, Lower Montserrado, the volunteer's transportation, and accommodation will be taken care of by CRS.

#### H. RECOMMENDED ASSIGNMENT PREPARATIONS

- **Training Materials:**

Volunteer materials for hand out which can be printed at CRS head office in Monrovia City, Montserrado County before leaving for Todee District. Flip charts, markers, masking tapes can be obtained at CRS head Office in Monrovia in case the volunteer wishes to make some illustrations.

- **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.

CRS strongly recommends that the volunteer becomes familiar with Liberia's agriculture sector plans and priorities, the agribusiness country project, Liberia cooperative guidelines.

#### I. REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES

The volunteer participates in a call with the Liberia Program F2F team 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](mailto:farmertofarmer@crs.org).

The 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 volunteer works directly with the host with assistance/input from the ASA technical staff. Assignments usually last up to 2 weeks; Sometimes extending beyond two weeks due to pending follow up visits, emails etc. US Volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hrs).

#### 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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