



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## FEED THE FUTURE BURMA AGRICULTURE AND FOOD SYSTEMS DEVELOPMENT ACTIVITY (AFDA)

Year I Annual Work Plan



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## Year I Annual Work Plan

SEPTEMBER 13, 2019 – SEPTEMBER 30, 2020

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AOR USAID: KHUN THEIN SOE

CHIEF OF PARTY: AGNES LUZ

## **DISCLAIMER**

### **Assistance/Cooperative Disclaimer text**

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# CONTENTS

<b>INTRODUCTION .....</b>	<b>1</b>
BACKGROUND.....	1
GEOGRAPHIC FOCUS.....	1
AFDA YEAR 1 WORK PLAN HIGHLIGHTS .....	1
START-UP ANALYSES.....	2
PHASE 1: SECTOR SCREENING AND PRIORITIZATION .....	2
PHASE 2: INCLUSIVE MARKET SYSTEMS ANALYSIS OF TARGET SECTORS .....	3
AFDA OUTCOMES.....	4
OUTCOME 1: INCREASED ECONOMIC INTERDEPENDENCE AMONG MARKET ACTORS OF DIFFERENT ETHNIC BACKGROUNDS .....	4
OUTCOME 2: INCREASED ACCESS TO AGRICULTURAL SUPPORT SERVICES.....	8
OUTCOME 3: INCREASED AVAILABILITY OF IMPROVED INPUTS .....	12
OUTCOME 4: SMALLHOLDER SUPPLY-CHAINS EXPAND DOMESTIC AND INTERNATIONAL MARKET ACCESS.....	15
CROSS-CUTTING .....	18
GENDER EQUITY AND WOMEN’S EMPOWERMENT .....	18
YOUTH ECONOMIC EMPOWERMENT.....	19
ORGANIZATIONAL PERFORMANCE.....	22
MARKET SYSTEMS DEVELOPMENT FUND.....	22
MONITORING, EVALUATION, AND LEARNING (MEL) .....	23
COMMUNICATIONS.....	25
STAFFING AND OPERATIONS.....	26
<b>ANNEXES .....</b>	<b>I</b>
ANNEX 1. SELECTION CRITERIA FOR SECTOR PRIORITIZATION .....	I
ANNEX 2. STAFF, ROLES AND SCHEDULE OF ONBOARDING .....	II
ANNEX 3. AFDA ORGANIZATIONAL CHART .....	VII

## ACRONYM LIST

AFDA	Agriculture and Food Systems Development Activity
AMELP	Activity Monitoring, Evaluation and Learning Plan
BDS	Business Development Service
BEE	Business Enabling Environment
CFA	Call for Applications
CLA	Collaboration, Learning, and Adaptation
CQI	Coffee Quality Institute
CYM	Community Youth Mapping
DAR	Department of Agricultural Research
DFS	Digital Financial Services
DoA	Department of Agriculture
EMMP	Environmental Monitoring and Mitigation Plan
FI	Financial institutions
HACCP	Hazard Analysis and Critical Control Point
ICS	Integrated Country Strategy
ICT4AG	Internet-Connected Technology for Agriculture
IPM	Integrated Pest Management
ITC	International Trade Center
KIIs	Key Informant Interviews
LEAP	Learning, Evaluation, Analysis Platform
LMA	Labor Market Assessment
MAEX	Myanmar Agro Exchange Public Limited
MAPSA	Myanmar Agriculture Policy Support Activity
MCA	Myanmar Coffee Association
MEOMA	Myanmar Edible Oil Millers Association
MEL	Monitoring Evaluation and Learning
MFDA	Melon Farmers Development Association
MFoSTA	Myanmar Food Science and Technology Association
MFVP	Myanmar Fruit, Flower and Vegetable Producer and Exporter Association
MMPEA	Myanmar Melon Producers and Exporters Association
MIS	Management Information Systems
MoALI	Ministry of Agriculture, Livestock, and Irrigation
MoU	Memorandum of Understanding
MSDF	Market Systems Development Fund
MWCA	Myanmar Women's Coffee Alliance
MySFA	Myanmar Sesame Farmers Association
NEG	North East Gate
OCA	Organizational Capacity Assessment
OCD	Organizational Capacity Development
PEA	Political Economy Analysis
PGS-OPV	Participatory Guarantee System-Open Pollinated Variety
PMP	Performance Monitoring Plan
Q	Quarter
SBCC	Social Behavior Change Communication
SCALE	System-Wide Collaborative Action for Livelihoods and Environment
SFDA	Sesame Farmer Development Association
SMFM	Sell More for More
TIGA	Transparency and Inclusive Growth Activity
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry

UPOV	International Union for the Protection of New Varieties of Plants
USAID	United States Agency for International Development
VC-RD	Value Chains for Rural Development in Burma
VPO	Variable Payment Obligation
WEAI	Women's Empowerment in Agriculture Index
WSR	Whole-System-in-the-Room
ZOI	Zone of Influence

# INTRODUCTION

ACDI/VOCA, with its partner, FHI 360, is pleased to present the first work plan for the Agriculture and Food Systems Development Activity (AFDA). USAID awarded ACDI/VOCA this activity, cooperative agreement number 74048219CA00001, on September 13, 2019. This five-year cooperative agreement is part of the U.S. Government's Feed the Future initiative and contributes to the U.S. Embassy Burma's Integrated Country Strategy (ICS) Goal 2: Our economic and development partnership expands U.S. and Myanmar prosperity; under Mission Objective 2.1: Promote Myanmar's transition to a more inclusive and open economy, while increasing bilateral trade and investment; and Sub-Objective 2.1.3: Food security as measured by household income, resilience and nutrition in targeted areas is increased. This activity aims to facilitate agriculture and food sector growth as a way to increase household income levels in poor and politically important regions.

The work plan covers the first year, September 13, 2019 – September 30, 2020 and provides a broad framework for the year's planned activities. It is expected that detailed quarterly work plans will be developed, based on learning emerging from start-up phase analyses, stakeholder consultations and results reported from pilot interventions.

## Background

The United States Agency for International Development (USAID) Agriculture and Food Systems Development Activity (AFDA) will advance peace<sup>1</sup> and reduce interethnic tensions by creating bonds of mutual self-interest and urban-rural linkages along production, services, and agricultural commodity value-chains, with marginalized ethnic groups in conflict areas. In line with the U.S. Government's Global Food Security Strategy, AFDA will facilitate the transformation of agriculture and food systems by increasing productivity, inclusiveness, and competitiveness of key value chains in the zone of influence (ZOI). It has four intended outcomes:

- Outcome 1: Increased economic interdependence among market actors of different ethnic backgrounds
- Outcome 2: Increased access to agricultural support services
- Outcome 3: Increased availability of improved inputs
- Outcome 4: Smallholder supply-chains expand domestic and international market access

## GEOGRAPHIC FOCUS

AFDA will focus on delivering impact in the following states and regions, considered the ZOI: Shan, Kachin, Mandalay, Sagaing, and Magway. AFDA will follow a business model that leverages the private sector in secondary cities to expand and improve the delivery of services and inputs to, and supply of crop from, rural farmers. AFDA may also work with Yangon-based firms that are looking to expand service/input delivery into or source their supplies from the identified ZOI.

## AFDA Year 1 Work Plan Highlights

The first year workplan of The Agriculture and Food Systems Development Activity focuses on the following:

Operations:

1. Registration of ACDI/VOCA in-country. This is important in allowing the organization to open a bank account, hire and pay local staff.
2. Obtain a Memorandum of Understanding (MOU) with the Department of Agriculture (DoA) to allow full implementation of the Activity across its ZOI.
3. Hire critical staff to allow roll out of the Activity.
4. Establish physical offices in Yangon, Mandalay, Magway and Shan. Setting up an office in Kachin will be evaluated and decided in Quarter 2 (Q2).

<sup>1</sup> For the purpose of AFDA, peace will be measured through increased social cohesion and market participation of ethnic minority populations with other ethnic groups and the Burmese majority.



5. Establish operational procedures and systems, e.g., financial, HR, procurement, travel, etc., and develop important manuals (Market Systems Development Fund (MSDF) manual, employee manual, procurement, etc.) to guide the Activity operation and implementation and ensure compliance with USAID and ACIDI/VOCA policies.
6. Develop the Environmental Monitoring and Mitigation Plan (EMMP).
7. Training of staff on administrative and operational procedures, policies and compliance requirements, including ethics training.

#### Technical:

1. Carry out start-up analyses including sector screening, political economy analysis, conflict analysis, gender analysis and enterprise behavioral survey. These analyses will involve desk study as well as key informant interviews (KIIs). The objective is to identify sectors to prioritize for Activity interventions, and to identify leverage points for intervention focus in order to achieve the inclusive transformation of the agriculture sector in the ZOI. Stakeholders forums will be conducted to inform relevant market actors and validate findings.
2. Develop criteria for partnership under a MSDF award, publish a call for applications (CFA) and launch information campaign on the CFA across the ZOI and in Yangon. In Q2, co-create and sign partnership agreements and roll these out beginning of Q3.
3. Pilot business models and technologies, such as Internet-Connected Technology for Agriculture (ICT4Ag), aimed at expanding access to agricultural services and inputs.
4. Build on USAID's earlier activity, the Value Chains for Rural Development in Burma (VC-RD), through capacity development support and technical assistance to associations and farmers organizations (and, possibly private companies) previously engaged by VC-RD; and demonstrate potential to become platforms for expansion of smallholder farmers' access to agricultural services and inputs.
5. Replicate successful business models under the VC-RD particularly aimed at expanding availability and access to markets, agricultural services and inputs in communities with a preponderance of ethnic groups, women and youth that were not covered under the VC-RD.
6. Under Outcome 1, launch participatory processes to improve social cohesion, build social capital and generate and share information in support of increased economic interdependence in southern Shan where dynamic markets already exist. In Kachin, Outcome 1 activities will be carried out in conjunction with Outcome 4 in particular, as well as with Outcomes 2 & 3.
7. Training of staff on Market Systems Development theories and approaches, including Collaboration, Learning, and Adaptation (CLA).
8. Development of the Activity Monitoring, Evaluation and Learning Plan (AMELP) including determination of Activity performance indicators, learning questions, baseline gathering and indicator target setting.

AFDA will utilize an adaptive management approach and will be carrying out quarterly "pause and reflect" and adapt/adjust the workplan, as appropriate. Any adjustments to the workplan will be shared with USAID and supported by learning and insights from the "pause and reflect" sessions.

## Start-Up Analyses

As part of the six-month inception phase, AFDA will conduct an initial sector screening and prioritization (Phase I; months 1-3) followed by a comprehensive inclusive market systems analysis of prioritized sectors (Phase II; months 4-6). The inception phase will include a mix of desk research, stakeholder workshops, and targeted primary research. The objective of the start-up analyses is to inform AFDA's sector strategies and overall market systems change strategy.

### PHASE I: SECTOR SCREENING AND PRIORITIZATION

During Phase 1, AFDA will conduct a desk review of a range of commodity and supporting sectors (see list in table below). Key informant interviews will also be conducted to supplement desk research. Individual sector briefs summarizing key findings will be prepared. Concurrently, cross-cutting desk research covering political economic, conflict dynamics, and gender will be conducted. The sector briefs and cross-cutting analyses will be presented and discussed at an initial Sector Prioritization Workshop in December among AFDA and mission staff. Sectors will be prioritized based on systemic impact and inclusion

potential. This will likely include drawing new sector boundaries which cut across multiple sectors such as agro-processing, agriculture production and market information, or capacity building.

**Table 1. Desk Review of Commodity and Supporting Sectors.**

COMMODITY AND SERVICE SECTORS	SUPPORTING MARKET SECTORS
1. Horticulture	1. Seeds and Inputs
2. Oil Seeds	2. Finance
3. Pulses	3. Mechanization and Irrigation
4. Spices	4. Business Development Services (ICT, Market Information, Training, Research, and Organizational Performance)
5. Beverage crops	5. Agriculture Research and Extension
6. Livestock	6. Transport, storage, and logistics
7. Cotton	7. ICT4AG
8. Tourism (agro-tourism)	

**Table 2. Crosscutting Desk Research.**

START-UP ANALYSES	DESCRIPTION
<b>Phase 1: Sector Screening and Prioritization (Sep 23 – Dec 20)</b>	
1. Sector Screening	Rapid analysis of a broad range of agriculture commodity and support sectors organized around AFDA’s sector selection criteria. AFDA will consolidate major findings from the initial screening to select a short-list of potential sectors that will be further analyzed at a participatory sector prioritization workshop.
2. Political Economy Analysis (PEA) Desk Study	Baseline study of the prevailing political and economic dynamics in Myanmar – specifically, the incentives, relationships, and distribution and contestation of power between different groups and individuals.
3. Conflict Analysis Desk Study	Baseline study summarizing the current conflict dynamics and drivers of conflict in the ZOI. Study will be comprised of existing desk research materials.
4. Gender Analysis Desk Study	Baseline analysis to understand gender-based constraints and opportunities and develop gender and social inclusion strategies to address gender gaps in households, communities, and markets and build on opportunities for women’s empowerment in agriculture.
5. Sector Prioritization Workshop	Sector briefs and initial findings from cross-cutting analyses (political and economic analysis (PEA), conflict, and gender) will be presented and discussed among AFDA and USAID staff in order to prioritize the sectors with high potential for systemic impact and inclusion.

The initial sector screening will be organized around the criteria found in Annex 1. Findings from the gender and youth, political economy assessment, and conflict analyses will feed into the overall sector screening and prioritization.

## PHASE 2: INCLUSIVE MARKET SYSTEMS ANALYSIS OF TARGET SECTORS

In phase 2, AFDA will conduct several research streams targeting the prioritized sectors in order to identify key systems-level constraints and formulate systems change objectives, and action plans.

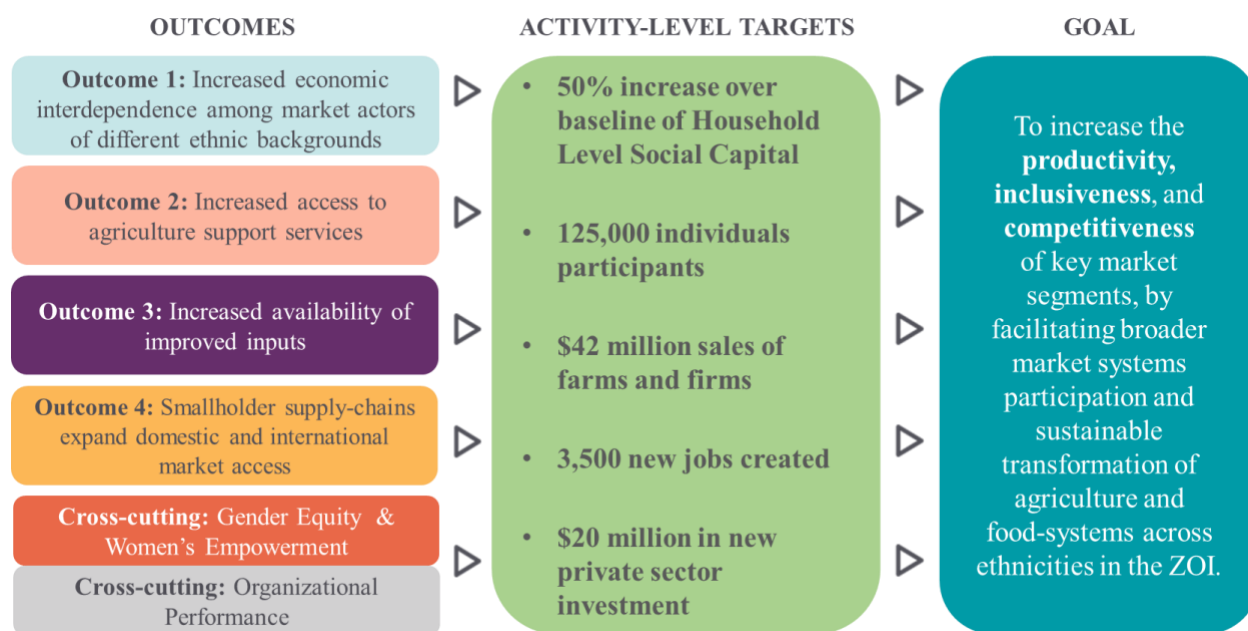


**Table 3. Inclusive Market Systems Analysis of Target Sectors.**

PHASE 2: INCLUSIVE MARKET SYSTEMS ANALYSIS OF TARGET SECTORS (DEC 1– MAR 1)	
Enterprise Behavioral Survey	Conduct an enterprise survey to understand behavioral characteristics of enterprises and broader structural characteristics <u>within priority</u> AFDA sectors. The survey will include questions around the determinants of market systems resilience (per recent USAID guidance): i) diversity, ii) connectivity, iii) governance, iv) business norms, and v) competition.
PEA and Conflict Analyses Primary Research	Primary research will be conducted to probe deeper into the prevailing political economy and conflict-related issues impacting the prioritized sectors.
Sector Stakeholder Workshops	Facilitate workshops with prioritized sector stakeholders to identify systems-level constraints and develop strategies and action plans to address them.
MEL Baseline Survey	Baseline survey to establish baseline data for key performance monitoring plan (PMP) and systems change indicators.

## AFDA Outcomes

**Figure 1: AFDA Logic Model Overview**



### OUTCOME 1: INCREASED ECONOMIC INTERDEPENDENCE AMONG MARKET ACTORS OF DIFFERENT ETHNIC BACKGROUNDS

**Focus for Year One:** AFDA's Outcome 1 activities are explicitly designed to provide a set of "push" interventions to enable the participation of marginalized ethnic minority communities from the ZOI in the national economy. In Year 1, Outcome 1 activities will focus on careful analysis and preparation for activities to be launched in Shan and Kachin States, with actual community engagement commencing in the last quarter. Outcome 1 activities will build community-based consensus through activities that build trust among different market actors through greater social cohesion and economic interdependence,

mobilize communities around high-value market opportunities that bring buyers, sellers, and investment to ethnic minority communities; and help local community-service and business organizations generate new links to serve ethnic groups. Geographies within Shan and Kachin for community engagement and other Outcome 1 work will be driven by the market “pull” interventions led by other Outcome areas. Additionally, in Year 1, we will train AFDA staff and local partners in conflict-sensitive and Do No Harm approaches, the **System-wide Collaborative Action for Livelihoods and Environment (SCALE+)** collaborative action methodology, and social behavior change communication.

**Outcome 1 Pilots:** Outcome 1 pilot activities will support and reinforce market “pull” activities being launched by other AFDA initiatives. The broad learning agenda for these pilots is to determine what types of conflict-sensitive programming can be the most effective at driving an increase in household level social capital to contribute to the broader program goal.

Partners for Outcome 1’s pilot activities will include community-based organizations such as farmers unions and youth-serving organizations, very localized private sector entities, digital and ICT providers.

Outcome 1 activities will be coordinated with those of the USAID-funded CSM II program, USAID/DGHA activities, the DaNa Facility (particularly for digital financial services) and those of the LIFT II mechanism, as well as relevant activities underway in Kachin and Shan states by newly launching USAID-funded programs.

### **Illustrative Year 1 Activities**

*Participatory processes to improve social cohesion, build social capital and generate and share information in support of increased economic interdependence.* In Year 1, FHI 360 will facilitate and support interlinked participatory information-gathering and priority-setting activities that will help to structure its work under Outcome 1 in general, and in Shan State in particular. This includes the deployment of the **SCALE+** methodology which will catalyze broad and sustained collective impact among AFDA stakeholders by (1) applying a systems lens; (2) building social capital; and (3) facilitating locally-driven development. FHI 360 will deliver a training to AFDA staff on SCALE+ in Year 1.

Based on the priorities identified in the SCALE+ Whole-System-in-the-Room (WSR) workshops (in Year 1 in Shan), FHI 360 will design and implement **positive group activities** to promote economic interdependence. SCALE+ processes will enable and facilitate dialogue between different groups as they work for mutual economic gain and will employ and contribute to **social behavior change communication messages** around behaviors that are identified through the start-up analyses and early pilot testing as critical to inclusive market success. The facilitated SCALE+ process will lead to collaboratively identified priorities for community economic investments to be funded through the MSDP. Community level economic investments will increase and improve market linkages and transactions that will galvanize a virtuous cycle of quality and reliability improvements in AFDA-supported subsectors. These will be very targeted catalytic infusions into small scale upgrades needed for ethnic minority communities to participate effectively in the market system through push interventions, and the cost may be shared with larger private sector actors AFDA is engaging through pull interventions. Depending on the sub-sector, small scale economic investments (not involving construction) which leverage a cost sharing approach may include, but not be limited to:

- Small raised areas for dry / clean sorting and grading of specific crops;
- Small storage bins for grains, oilseeds, etc. as appropriate for that commodity in order to aggregate supply and have a regular reliable quality and quantity for buyers;
- Sanitary/Phytosanitary packing areas for value added food products that can be managed at the community level; or
- Specific equipment to provide value addition on site – i.e. dryers for tomatoes, mangoes, other fruit and veg or a vacuum sealer that can plastic wrap commodities to get to market.

*Livelihoods and community economic development.* Building on the needs, opportunities and priorities identified through start-up analyses, pilots, community youth mapping (see cross-cutting below) and SCALE+ processes, FHI 360 will assist community members from different ethnic groups to prepare for and access opportunities to participate in prioritized value chains. Livelihoods and community economic development activities may be facilitated through strategic partnerships between communities and existing service providers, youth groups, women’s groups, producer groups, the private sector, markets, or

financial institutions, and will be integrated with the youth economic participation and workforce development activities designed and implemented under AFDA’s cross-cutting component. In Year 1, we will build partnerships with local organizations that can help triangulate information on and target the needs of communities and households that have been prioritized geographically to link to market “pull” activities in Shan and/or Kachin. These may be mechanisms such as collective savings, market information and linkages, or skills training to maximize off-farm and non-farm opportunities.

*Social behavior change communication (SBCC).* The Outcome 1 SBCC Strategy will focus on the development and dissemination of key messages and behaviors to improve social cohesion and foster inter-ethnic cooperation around shared economic goals in conflict-affected areas. The research to guide the messages will utilize the outputs from the SCALE+ WSR exercises, as well as formative research and market analysis conducted in specific areas of Kachin and Shan State after the sector and geographic prioritization has been completed. The Outcome 1 SBCC Strategy will include content for key messages, translation of these messages into vernacular language, a dissemination plan through appropriate channels (i.e. digital, radio, community news outlets, etc.), and a metrics plan to measure uptake and its contribution to the principal Outcome 1 indicator. The Outcome 1 SBCC Strategy will contribute to the overall goals of social marketing activities under the AFDA Strategic Communications component which will target national level messaging to buyers, potential investors, and other stakeholders.

**Table 4. Outcome I Activities for Year I.**

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET	POTENTIAL PARTNERS
	1	2	3	4			
<b>1.1 Complete PEA and Conflict Analysis Phase 1 + Phase 2</b>							
1.1.1 Complete Phase I					FHI 360 HQ		
1.1.2 Complete Phase II					FHI 360 HQ		
1.1.3 Train AFDA staff on conflict-sensitive and DNH approaches					FHI 360 CO		
<b>1.2 Prepare for and deliver SCALE+ in Shan State</b>							
1.2.1 Train AFDA staff on SCALE+					Intl STTA		Local coordination platforms, such as the Food Security Group in Kachin. Others will be identified and named in the quarterly reviews
1.2.2 Select townships based on market “pull” activities, conflict-related variables and overall feasibility					AFDA Staff		
1.2.3 Conduct initial outreach and sensitization activities in identified townships					AFDA Staff, Intl STTA		
1.2.4 Identify Social Mobilization Lead					AFDA Staff		
1.2.5 Conduct initial SCALE+					AFDA Staff, Intl STTA		
<b>1.3 Engage communities in conflict-prone areas</b>							

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET	POTENTIAL PARTNERS
	1	2	3	4			
1.3.1 Build trust with communities including those absorbing IDPs					AFDA Staff, Local STTA		Food for Peace
1.3.2 Design and implement positive group activities to promote social cohesion and economic interdependence.					AFDA Staff, Local STTA		
1.3.3 Through SCALE+ process, help communities prioritize small-scale economic investments to help link to economic opportunities					AFDA Staff, Intl STTA	20,000	Local organizations, private sector involved in “pull” interventions
<b>1.4 Design livelihoods activities</b>							
1.4.1 Build partnerships to ensure coordination and non-duplication							CBOs, skills providers, private sector, LIFT
1.4.2 Coordinate with Youth Inclusion team on planning and implementing Community Youth Mapping and Labor Market Assessment					AFDA Staff, Intl STTA		
1.4.3 Design specific Livelihoods activities around prioritized economic infrastructure					AFDA Staff	Incorporated in MSDF allocation in 3.3	
<b>1.5 Prepare AFDA SBCC Strategy</b>							
1.5.1 Conduct market analysis					AFDA Staff, Local STTA, Intl STTA		
1.5.2 Design and test messaging					AFDA Staff, Local STTA, Intl STTA		CSM II media partners
1.5.3 Prepare AFDA SBCC Strategy					AFDA Staff, Local STTA, Intl STTA		

**Table 5. Outcome I Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
Percent (%) increase in household level social capital over baseline	TBD after baselining is completed

INDICATOR/OUTPUT	TARGET
Number of individual participants	TBD in Q2
Number of partners engaged	TBD in Q2

## OUTCOME 2: INCREASED ACCESS TO AGRICULTURAL SUPPORT SERVICES

**Focus for Year One:** AFDA Outcome 2's Year 1 main objectives are to:

1. Carry out start-up phase analyses and identify leverage points, and potential interventions across to increase access to agricultural services
2. Develop partnerships with organizations and businesses to pilot innovative models of service delivery especially targeting smallholder farmers, women, youth and ethnic communities
3. Strengthen capacity farmer groups/associations that are already providing agricultural services to expand and reach more farmers especially targeting women, youth and ethnic communities.

**Outcome 2 Pilots:** Consistent with the CLA approach of the project, AFDA will support and pilot innovative models of service delivery that have potential to facilitate access to information and services critical to improving productivity, quality and ability to respond to market opportunities, and increase resilience to climate change and market fluctuations. An emphasis here would be the use of ICT4Ag especially for market information and extension services, innovative financing models, new business models to access mechanization, soil testing and laboratory services.

AFDA will coordinate with all relevant actors in the ZOI.

### Illustrative Year 1 Activities

#### **2.1 Agriculture mechanization services (both on-farm & post-harvest)**

##### **2.1.1 Adapted models of machinery and implements**

One of the constraints to farmers' adoption of mechanization is the lack of models of machinery and implements suitable for the specific conditions of farms in Myanmar. AFDA will actively look for partners who are willing to co-invest in fabrication and/or piloting of adapted models.

##### **2.1.2 Innovative marketing models of machinery services**

To address the challenge of lack of financing, AFDA Outcome 2 Team will engage the private sector to expand mechanization through different platforms, e.g., bundling machinery services in supply contracts with processors, value chain financing for machinery and inputs in partnership with financial institutions (FIs) and buyers, upgrading customer comfortable arrangement, e.g. app based agro-mechanization or call-based mechanization center/hubs, etc.

#### **2.2 Expanding access to information and agricultural extension services**

##### **2.2.1 ICT for Agriculture**

In Year 1, AFDA will conduct a landscape assessment to identify specific information and/or market service barriers which could be addressed with ICT solutions. Additionally, in Year 1 AFDA will partner with the private sector and youth-serving organizations and design the AFDA Technology Innovation Challenge, based on our experience crowdsourcing ICT4Ag innovations in Myanmar and other countries. The AFDA Technology Innovation Challenge will provide small amounts of catalytic funding to local partners able to co-create specific solutions to challenges identified during the AFDA startup prioritization process, including but not limited to access to finance, extension services and climate adaptation as outlined below.

We will build partnerships with the private sector and youth-serving and/or other community organizations to identify needs and opportunities to support the development of new ICT4Ag/DFS products and services that meet AFDA stakeholders'

needs. For example, the results of Community Youth Mapping exercises will inform AFDA's ICT4Ag and digital financial services capacity building with local youth-serving partners, help orient AFDA's Technology Innovation Challenge activities and identify youth workforce development needs in technology-related areas (see cross-cutting below).

The Department of Agriculture (DoA) of Myanmar's Ministry of Agriculture, Livestock and Irrigation (MoALI) launched Myanmar's Good Agricultural Practices (GAP) Protocol and Guidelines recently. GAP guidelines are practiced by farmers in Myanmar on several crops for two years now and have increased the sales value of agricultural produce by 2-15%. Traceability, however, is still a challenge. Some farmers have started to implement paper-based record keeping but struggle to fill the correct information on the GAP record book due to 1) poor literacy, 2) lack of experience with record keeping, and/or 3) insufficient mentoring due to limited availability of DoA extension staff. A new mobile-based farm record keeping system was recently introduced by the "GreenWay" agricultural application. This app makes it easy for farmers to keep daily records. The app also makes it easier for DoA to issue GAP certificates. AFDA will assess the effectiveness of this application and consider supporting the scale-up of digital GAP record keeping.

AFDA will also consider expanding the use of a forecast modelling system, an integrated information service model providing weather predictions, possible disease outbreaks and strategies to prevent these, and provision of market information through mobile application (e.g. GreenWay).

### **2.2.2 Soil fertility and crop nutrient test and advisory service**

Private businesses have started to embed extension services along with their primary products and services. New models are also being piloted by input suppliers such as Awba, using soil scanners to sell farmers custom-tailored input recommendations, based on soil analysis results. Several companies have already launched one-stop shops for inputs, machinery and extension services using various models. AFDA will meet with these companies to discuss partnership opportunities around piloting several models of service provision that help finetune their respective models by testing these in AFDA's geographic focus.

### **2.2.3 Strengthening capacity of producer associations to expand service delivery reach**

The previous USAID VC-RD project supported several farmers associations and service providers in piloting delivery of services. AFDA will carry out Organizational Capacity Assessment (OCA) of these associations early in quarter 2 (Q2). AFDA will initially work with three organizations: Sesame Farmers Development Association (SFDA) with 4000 members working on sesame and ground nut, Myanmar Sesame Farmers Association (MySFA) with 600 members working on sesame and ground nut, and Myanmar Melon Producers and Exporters Association (MMPEA) with over 10,000 members. AFDA will support these farmer groups and associations to strengthen their capacity to provide services to more farmers especially targeting women, youth and ethnic communities. Successful models of service delivery will be replicated in partnership with other associations/organizations especially in areas with preponderance of ethnic communities, women and youth.

AFDA will introduce ACDI/VOCA's Sell More for More (SMFM) curriculum. The SMFM methodology strengthens the capacity of farm-based organizations in the areas of marketing, membership, financial management and organizational governance, including equitable gender leadership and participation.

## **2.3 Increasing access to finance**

### **2.3.1 Support to piloting and/or scaling up of new financial products and/or services**

Lack of appropriate financial products and services is a problem that constrains growth of agribusinesses as well as prevents farmers from utilizing mechanization and proper inputs to achieve optimal productivity and quality. AFDA will support dialogues between financial institutions and market actors to flesh out issues and identify new financial products and services that could be jointly piloted using multilateral agreements.

AFDA will identify and partner with FIs and mobile financial service providers who are willing to pilot new financial products and services. Examples of such products and services are:



1. Variable payment obligation loan (VPO) uses approaches to underwriting and re-payment based on enterprise cash-flow
2. Crop-based value-chain financing – multi-partnership ventures: buyer-financial institutions (FI)-service provider/input supplier
3. Other new products – factoring, leasing, trade financing, insurance, lines of credit, etc.
4. The state of demand for and supply of digital financial services such as those that combine new credit scoring models and lower cost delivery channels, and agriculture insurance provided through the digital channel will be inventoried and assessed as part of the initial ICT4Ag landscape assessment as described above. Additionally, the AFDA Technology Innovation Challenge can be used to support access to finance. Additional pilot activities may focus on work with existing agricultural mobile application providers to introduce DFS mobile app add-ons for purposes such as: facilitating mobile loan repayments to microfinance companies, enabling access to formal credit from financial institutions, integrating mobile payments for memberships fees for agricultural associations/cooperatives and utilizing mobile payments for farm equipment rentals using a mobile wallet.

## 2.4 Transport and logistics services

Availability of transport and logistics (storage – cold and dry) services are a key element of a well-functioning agriculture and food system. It is a support sector that impacts commodity sectors especially the highly perishable fresh produce. For example, according to research at Thirimingalar fruits and vegetable market, poor transportation and lack of cold chain result in 20 to 40% losses in fresh produce; vegetable like cabbage and cauliflowers have the highest percentage of losses.

Phase 1 of AFDA’s start-up analyses will determine if this sector will be a priority for the Activity. If it is, a more in-depth analysis will be carried out in Q2 during Phase 2 of the start-up analyses to identify key issues and determine interventions that could have a transformative impact across several commodities. An inventory of transport services and storage facilities available to market actors in the agriculture and food market systems of the ZOI will be included in the Phase 2 of the start-up analyses, this includes facilities in the end markets such as the ones in Yangon, e.g., wholesale complex DanyinGone in Insein operated by Myanmar Agro Exchange Public Limited (MAEX). Stakeholder forums and dialogues will be done towards the end of Q2 once the start-up analyses are completed.

**Table 6. Outcome 2 Activities for Year 1.**

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET (USD)	PARTNERS
	1	2	3	4			
<b>2.1 Agriculture mechanization services (both on-farm &amp; post-harvest)</b>							
2.1.1 Support adapted models of machinery and implements					International STTA (mechanization)	100,000	Tun Yat, Myanmar Awba, GBS, Sunalika, New Holland, John Deere
2.1.2 Innovative marketing models of machinery services							
<b>2.2 Expanding access to information and agricultural extension services</b>							
2.2.1 ICT for Ag					Local STTA (ICT)	50,000	Green Way, AMIA, Htwat Toe, DoA, PP, other mobile application developers
2.2.2 Soil fertility and crop nutrient test and advisory service						50,000	Myanmar Awba, YARA, Mahamate loan, Good Brothers,

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET (USD)	PARTNERS
	1	2	3	4			
							Syngenta Foundation, local Input dealers, DoA, farm advisory service providers
2.2.3 Strengthening capacity of producer associations to expand service delivery reach					International STTA (c/o OCD-crosscutting)		TBD through a RFP
<b>2.3 Increasing access to finance</b>							
2.3.1 Support to piloting and/or scaling up of new financial products and/or services					International STTA (Ag Financing)	100,000	Banks, mobile financial service providers, mobile network operators, youth serving organizations, tech companies
<b>2.4 Transport and logistics services</b>							
2.4.1 Stakeholder forums							
2.4.2 Partners identification and partnership co-creation and implementation subject to selection of this sector as a priority for Activity intervention					STTA & Project staff	50,000	YOMA strategic holding Limited, KOSPA Limited, Kargo, Elan, Integrated shipping company limited, MEGA express, and other logistic service providers

**Table 7. Outcome 2 Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
# of new and upgraded services introduced	TBD in Q2
# of individuals participants	TBD in Q2
# of jobs created	TBD in Q2
# of partners engaged	TBD in Q2
Value of sales firms and farms	TBD in Q2
Value of private investments leveraged	TBD in Q2

## OUTCOME 3: INCREASED AVAILABILITY OF IMPROVED INPUTS

**Focus for Year One:** Year 1 main objectives under Outcome 3 are:

1. To identify potential interventions across ZOIs to expand small-holder farmers' access to quality agricultural inputs
2. To develop strategic partnerships with private sector and farmers' association to expand production/distribution network of quality inputs across the ZOI
3. To identify and pilot new technologies and innovative solutions to establish broad access to agricultural inputs in AFDA's ZOI

**Outcome 3 Pilots:** AFDA's Outcome 3 technical team will identify potential partners among existing farmers groups and associations of the previous USAID VC-RD program with which to pilot test the possibility of scaling up activities across ZOIs. Pilot ideas may include collective purchase and distribution of agriculture inputs, test farm and demonstration of agricultural inputs and seeds, and new technological inputs voucher program to provide farmers and farmers groups incentives to purchase and utilize new technological inputs (seed, farm equipment and fertilizer).

The Activity will coordinate with all relevant actors in the ZOI and at the national level as appropriate.

### Illustrative Year 1 Activities

#### **3.1 Expand access to quality seeds and varieties required by the market**

##### **3.1.1 Support platforms for collaboration between end markets, seed suppliers and farmer organizations**

The Outcome 3 team will work with the Outcome 4 team to support linkages between relevant stakeholders to promote sustainable smallholder access to seed varieties that meet the requirements of the market. Outcome 3 will also leverage the MSDF to encourage market actors to co-invest in piloting and/or scaling up solutions that will establish sustainable, broad access to quality seeds for improved farm productivity and increased sales of all relevant market actors.

More detailed activities will be identified in Q2 after consultative meetings and receipt of concepts/applications for partnership.

##### **3.1.2 Support expansion of certified seed multiplication and seed distribution network**

During Q1, AFDA will co-create partnership agreements with producer associations/organizations, such as the SFDA and the MFDA, to expand and strengthen their network of lead farmers engaged in seed multiplication. This will involve bridging support to capacity development of these lead farmers and support to producer organizations to improve their systems and technical capacity to ensure farmers have sustainable access to good quality seeds of the right variety.

The Department of Agricultural Research (DAR) has launched the Participatory Guarantee System-Open Pollinated Variety (PGS-OPV) seed multiplication and distribution program. This initiative involves participation of lead farmers in the multiplication of certified seeds. However, the DAR has limited ability to expand this initiative to reach a wider area and a bigger number of farmers. AFDA will leverage the MSDF to encourage private sector-led PGS-OPV multiplication and distribution of seeds to reach small-holder farmers of various ethnicities.

##### **3.1.3 Support policy initiatives promoting and protecting quality seeds production and distribution**

Several issues impede the commercial production of certified seeds in Myanmar, e.g.,

- Weak intellectual property rights. Companies indicate that strong breeder rights and membership in the International Union for the Protection of New Varieties of Plants (UPOV) would encourage private sector to engage in breeding and multiplication of new varieties in Myanmar. It is to be noted that Myanmar has already initiated accession to the UPOV for membership.
- Cumbersome requirements and unclear regulations for establishing seed production company resulted in companies dropping out of the registration process.

- Lack of technical skills on seed production and quality assurance.
- Weak phytosanitary system, e.g., inadequate testing services resulting in inaccurate formulation of certificates required by importing countries.

AFDA and partners will work with –USAID’s other Activities, namely the Transparency and Inclusive Growth Activity (TIGA), Myanmar Agriculture Policy Support Activity (MAPSA) and other relevant organizations to improve the seed regulatory framework and implementation.

### **3.2 Promote access to affordable, quality fertilizers and plant protection products**

#### **3.2.1 Support producer associations on collective purchase and distribution of inputs**

AFDA will develop partnerships with producer associations, such as those that VC-RD worked with, to enable them to carry out bulk/collective purchase of inputs for distribution to their members. The Activity will facilitate discussions and dialogues between these associations and financial institutions, buyers and input suppliers to implement win-win solutions towards increased access and broader distribution of quality inputs.

The Activity will help associations develop their business plans and determine appropriate organizational form to become sustainable and provide better support to their members and other farmers in their areas. This will be done through an international organizational capacity development (OCD) expert and local business development service (BDS) providers. The OCD Expert will train and mentor the BDS service providers using a combination of structured TOT as well as on-the-job training and coaching support.

#### **3.2.2 Pilot and expand innovative private sector distribution of quality inputs (refer to 2.3.2)**

AFDA will leverage the MSDF to co-invest in innovative input distribution models that is evidenced-based, e.g., based on soil testing and integrated pest management (IPM). Details of these activities will be provided in Q2 upon receipt of concepts and applications from potential partners.

Examples of partnerships that may be supported are: 1) private sector-led tests and demonstration farms on inputs particularly in communities with preponderance of ethnic groups; and 2) one-stop shop that carries all inputs including seeds, fertilizers, pesticides and bundles services such as soil testing, financing, agronomic advice and even linkage to markets.

### **3.3 Introduction of new technologies and equipment**

#### **3.3.1 Support new technologies that promote resilience to climate change**

Myanmar is one of the countries most affected by climate change, with agriculture as the most affected sector. AFDA will support market actors through a partnership to identify or generate and introduce new technologies that promote resilience to climate change. Examples of these technologies are drought resistant and/or flood tolerant crop varieties, innovative and efficient irrigation technologies, and innovative water management technologies.

#### **3.3.2 Promote new technologies to increase productivity and improve quality**

New technologies that could help improve produce quality and increase production, but are currently not available at the community level, will be identified together with private sector partners. AFDA will identify partners and support introduction and piloting of these technologies where appropriate. Some of these technologies are seedling trays, non-soil growing media, air-tight storage bags for seed storing, biodegradable mulch for vegetable and fruits, and fruit bags.

**Table 8. Outcome 3 Activities for Year 1.**

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET (USD)	PARTNERS
	1	2	3	4			
<b>3.1 Expand access to quality seeds and varieties required by the market</b>							
3.1.1 Support platforms for collaboration between end markets, seed suppliers and farmers organizations					STTAs (International)	n/a	Corteva, DoA, DAR, Syngenta Foun., AWBA, Tropical Biotechnology Limited, Seed Producer farmers, seed importers, East-West Seed  Collaborate with MAPSA on policy issues
3.1.2 Support expansion of certified seed multiplication and seed distribution network						50,000	
3.1.3 Support policy initiatives promoting and protecting quality seeds production and distribution					International STTA	20,000	
<b>3.2 Promote access to affordable quality fertilizers and plant protection products</b>							
3.2.1 Support producer associations on collective purchase and distribution of inputs					International STTA for OCD	50,000	Corteva, YARA, AWBA, GBS, Golden Ground, Shan Maw Myae, Orgaworld Asia, Malarmyine,
3.2.2 Partner with private sector in piloting and expansion of innovative distribution of quality inputs (refer to 2.3.2)					MSDF	50,000	
<b>3.3 Introduction of new technologies and equipment</b>							
Identify new technologies and partners based on identified priority sectors; develop and implement partnership agreements					Local & international STTA	30,000	Malarmyine, GBS, North East Gate Fruits Company Limited, East-West seed, Pioneer Agrobiz, Proximity Design, Zero fly, etc.

**Table 9. Outcome 3 Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
# of new and improved inputs introduced	TBD in Q2
# of individuals participants	TBD in Q2
# of jobs created	TBD in Q2
# of partners engaged	TBD in Q2
Value of Inputs sales	TBD in Q2
Value of financing on agricultural inputs	TBD in Q2

## OUTCOME 4: SMALLHOLDER SUPPLY-CHAINS EXPAND DOMESTIC AND INTERNATIONAL MARKET ACCESS

**Focus for Year One:** AFDA Outcome 4's Year 1 main objectives are to:

1. Identify opportunities that cut across various value chains that have a broad systems-level impact
2. Identify potential key partners that have similar interest to develop the sector in an inclusive and sustainable way
3. Identify new market opportunities for potential sectors in ZOIs
4. Identify appropriate partners for capacity building support to address trade barriers in collaboration with TIGA and other organizations/Activities working on improving the business enabling environment (BEE) in the agriculture sector)

**Outcome 4 Pilots:** While the start-up analysis is ongoing, AFDA will engage with market actors and identify potential partners that are willing to invest in market expansion. Such opportunities may include innovative pilot activities or replication/expansion of tested and proven market opportunities to new locations, especially with the objective of reaching ethnic minorities, women and youth, as well as promising initiatives launched under VC-RD and worthy of continuation. These partners will be supported through either MSDF and/or international STTAs as well as the advisory support from the Outcome 4 Technical Team.

### Illustrative Year 1 Activities

#### 4.1 Market Expansion

##### 4.1.1 End-market mapping and regional product profiling

In addition to the start-up analyses, AFDA will carry out a broader market assessment that aims to better understand domestic market opportunities for fresh agricultural produce and processed agriculture products from Myanmar. This assessment will complement the other assessments to be carried out under the start-up analyses

##### 4.1.1a Domestic end-market mapping

AFDA will assess domestic markets and identify opportunities focusing on 1) institutional markets including hotels, restaurants, wholesale and retail supermarkets chains and other institutional buyers in relevant areas 2) processors/processing facilities of key agricultural products from ZOI and 3) exporters of key agricultural products from the ZOI.

##### 4.1.1b Export market opportunities identification

This will focus on identifying alternative markets (China, India, Thailand, Europe, etc.) for agricultural products from the ZOI, including identification of potential reliable buyers from those markets. Potential activities in Q4 of year one or Q1/Q2 of year two would be buyer visits and/or trade mission/s from Myanmar composed of exporters and processors to identified lucrative markets.

##### 4.1.1c Regional product profiling

In order to engage in market development, AFDA and other market actors need to understand what products are available for sale and what additional value addition can potentially be done for products (product development) that are largely available in the ZOI. In line with this, AFDA will carry out profiling to cover up to 10 significant agricultural products from each region in the ZOI. With the information from 4.1.1a-c and the start-up analyses, AFDA will refine its strategies to expand smallholders access to domestic and export markets, potentially adding or refining activities and/or de-emphasizing initially identified activities under 4.1.2 to 4.1.5 and 4.2. This will also generate buyer and/or partnership leads for backward and forward integration of businesses and strengthening of market systems in and around the ZOI.

##### 4.1.2 Support processors/buyers in developing innovative sourcing and supply base development

Reliable supply of good quality raw material and fresh produce is a critical issue that hinders optimal operations of processing facilities and puts exporters at risk of not meeting their contractual commitments to international buyers. For example, IBM,



one of the largest sesame oil and sesame powder processing plants cannot source enough quality sesame to run even one of its factories at full capacity and needs to import from other countries to operate regularly to provide consistent supply to their overseas customers. One reason is that they rely solely on open source procurement. They have not really considered other sourcing approaches to expand their supply base. The AFDA Outcome 4 Technical Team will engage international STTA to provide support to processors and exporters to expand their supply base and improve sourcing efficiency through new approaches that will ensure reliable supply of raw materials that meets their quality requirements. Under crosscutting support, an STTA will also be engaged to provide TA in organizational development to help companies create strategic plans that include optimal organizational structure and staffing to address among other concerns, the issue of reliable and competitively priced raw materials. In this process, a local business service provider will be engaged and mentored to develop its capacity to provide such strategic business development support to other similar companies.

#### **4.1.3 Strengthen edible oil home processing as a new market channel**

There is a network of artisanal oil processors in Magway Division, under Myanmar Edible Oil Miller Association, who process groundnuts oil using home-based traditional methods. As today's consumers become more health conscious, there is a growing demand in both the domestic and international markets for oil that is believed to be healthier. Strengthening the home millers' business has three potential transformational benefits: 1) expansion of exports, 2) strengthening of the edible oil sector since ground nuts are alternative raw materials for commercial processors of edible oil, thus helping to optimize their operation after the sesame season, 3) expansion of ground nuts production in the ZOI, including in areas dominated by ethnic groups since ground nuts are a traditional crop in this areas, and finally 4) the traditional processing of ground nuts is unique to Myanmar that can be part of agri-tourism attraction. Several interventions can be piloted including: 1) upgrading of processing equipment to extend the shelf-life of the end product to enable exports and entry into supermarket retail chains, 2) improvement of processing through Hazard Analysis and Critical Control Point (HACCP) to improve safety and confidence in the product, 3) linkage with the tourism sector to include this unique processing technique as part of tour packages, and 4) new product development using the ground nut cake, a high-protein, high fiber by product from processing. A more in-depth analysis will be carried out in Q2 to identify key issues surrounding the development of the home millers' sub-sector. Outcome 4 will work closely with Outcomes 2 &3 in identifying levers and rolling out interventions for the transformation of this sub-sector to contribute to the transformation of the oilseeds sector. For sustainability of support services to members, the millers association will be provided assistance under the Cross-Cutting Technical Team sub-component.

#### **4.1.4 Support relevant trade associations and partners on export promotion and market linkages**

AFDA's Outcome 4 Technical Team will provide support to relevant trade associations and partners to find new markets, new product ideas and sustainable packaging, as well as to promote their respective products both locally and internationally, through trade shows and exhibitions. The team will continue to do research on the key events that are suitable for respective sectors and prepare them with pre- and post-event training. So far, the key events below have been identified as potential priorities;

- [BioFach](#) 2020 (Feb 12 – 15) in Nuremberg, Germany
- [Gulfood](#) 2020 (Feb 16 – 20) in Dubai, UAE
- [ThaiFex](#) 2020 (May 26 – 30) in Bangkok, Thailand
- [ProPack Asia](#) 2020 (June 17 – 20) in Bangkok, Thailand
- [Expo2020 Dubai](#) (Oct 2020 – April 2021) in Dubai, UAE (at least participate in their [Online Marketplace](#))

#### **4.1.5 Build the marketing capacity of relevant trade associations and partners**

AFDA's Outcome 4 Technical Team will coordinate with the respective expert to build the capacity of relevant trade associations and partners by organizing trainings, mission trips and studies that would be useful for them;

- Data collection and Dissemination by Commodity Exchange Centers: Currently, data and statistics in many sectors of Myanmar are weak and need improved systems for data collection and dissemination to the public.

- Food Processing: Using a combination of local and international STTA, AFDA will organize study trips for local processors to observe technologies and practices in place in other countries that have established a successful food processing industry, with ISO and HACCP certification.
- HACCP (Food Safety, Good Manufacturing Practice, Good Hygiene Practice, etc): AFDA will organize awareness training for processors on this topic, with the support of international STTA and in collaboration with the Myanmar Food Science and Technology Association (MFoSTA), who could further provide advisory and inspection services for eventual application, in coordination with the Outcome 2 Technical Team.

## 4.2 Ease of doing business

### 4.2.1 Support relevant trade organizations for evidence-based policy advocacy

AFDA will provide assistance to build the capacity of relevant associations/organizations to carry out research, draft policy papers and hold consultations with the Government to advance policy reforms to address issues preventing agri-trade expansion and issues slowing down growth or affecting profitable operation of businesses in agriculture (eg. 2% withholding tax).

AFDA Outcome 4 Technical Team will coordinate with TIGA and MAPSA to guide the process of transformation with the collaborative effort from relevant organizations such as Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), Chambers of Commerce, International Trade Center (ITC), MyanTrade and relevant associations.

With the support of international STTA, AFDA's Outcome 4 Technical Team will work with the Myanmar Fruit, Flower and Vegetable Producer and Exporter Association (MFVP), North East Gate (NEG) at China Border to analyze the trade situation with China and India, and come up with recommendation to further collaborate with MyanTrade to develop proper bilateral trade agreement between respective countries for selected sectors. Also, this information will help the producers with their production planning and price risk management.

AFDA will coordinate with organizations such as USAID, Coffee Quality Institute (CQI), Myanmar Coffee Association (MCA), Myanmar Women's Coffee Alliance (MWCA), Sustainable Farmer Development Association (SFDA), Myanmar Edible Oil Millers Association (MEOMA), Myanmar Food Science and Technology Association (MFoSTA), UMFCCI, respective Chambers of Commerce, International Trade Center (ITC), Ministry of Commerce – Department of Trade Promotion (MyanTrade) & Department of Consumer Affair (DoCA), TIGA, MAPSA, MFVP, and NEG.

**Table 10. Outcome 4 Activities for Year 1.**

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET (USD)	PARTNERS
	1	2	3	4			
<b>4.1 Market Expansion</b>							
4.1.1 End-market mapping and regional product profiling					Int'l and local STTAs		TBD
4.1.2 Support processors/buyers in developing innovative sourcing and supply base development					Int'l STTA,		
4.1.3 Strengthen Edible Oil Home processing as a new market channel (Pilot in Magway and potential to scale to other ZOI)					Int'l STTA & Local STTA	100,000	EOMA
4.1.4 Support relevant trade association and partners on Export Promotion and Market Linkages							
- BioFach 2020 (Feb 12 – 15)					-		TBD
- Gulfood 2020 (Feb 16 – 20)					-		TBD
- ThaiFex (May 26 – 30)					-		TBD

ACTIVITY	TIMEFRAME (QUARTER)				RESOURCES	MSDF BUDGET (USD)	PARTNERS
	1	2	3	4			
- ProPack Asia 2020 (June 17 – 20)					-		TBD
- Expo2020 Dubai (Oct2020 – Apr2021)					-		TBD
4.1.5 Build the marketing capacity of relevant trade association and partners on:							
- Data collection and Dissemination by Commodity Exchange Centers					Int'l STTA		relevant associations
- Food Processing					Int'l STTA		
- HACCP (Food Safety, GMP, GHP,etc)					Int'l STTA,		MFoSTA
<b>4.2 Ease of Doing Business</b>							
4.2.1 Support relevant trade organizations for evidence-based policy advocacy					STTA (Int'l/Local) – Tax expert		MFVP, NEG, UMFCCI, Chambers of Commerce, ITC, TIGA, MAPSA, MyanTrade

**Table II. Outcome 4 Targets for Year I.**

INDICATOR/OUTPUT	TARGET
Private Sector Investment leverage	TBD in Q2
Value of sales (farms and firms)	TBD in Q2
Number of individual participants	TBD in Q2
Number of jobs created	TBD in Q2
Number of partners engaged	TBD in Q2

## Cross-cutting

AFDA's Cross-cutting Outcome covers three separate elements – gender equity and women's empowerment, youth inclusion and workforce development and organizational performance.

### GENDER EQUITY AND WOMEN'S EMPOWERMENT

Year One will focus on completing the gender analysis based on the domains of the Women's Empowerment in Agriculture Index (WEAI) integrated through a market systems lens, to identify priority gender gaps, understand why they exist, and develop gender actions plans and strategies to address them. Based on the analysis, AFDA will prioritize which domains to focus on and articulate a theory of change for women's empowerment in agriculture. AFDA will develop custom indicators for women's empowerment based on selected WEAI domains.

#### Illustrative Year 1 Activities

The Crosscutting Team Lead and the Gender and Women Empowerment Specialist will participate in partner selection and partnership co-creation to ensure gender considerations and women empowerment are included in the process.

Several organizations and projects working in AFDA's ZOI also have women empowerment and gender equity as part of their programming. During the start-up analyses, AFDA will identify these relevant organizations and projects and work out a

coordination mechanism to build synergy, avoid duplication, be informed of any cultural or contextual sensitivities to ensure we are consistent with the “do-no-harm” policy.

This function will work very closely with the other technical teams to ensure gender equity and women empowerment are mainstreamed in the programming of Outcomes 1-4.

A Gender Strategy and Action Plan will be developed in Q2. The Action Plan will identify specific domains of empowerment that will be prioritized. Mainstreamed interventions in outcomes 1-4 will specifically target reducing gender gaps in these domains.

**Table 12. Gender Equity and Women’s Empowerment Activities for Year 1.**

ACTIVITY	IMPLEMENTATION TIMEFRAME (months)				RESOURCES
	1	2	3	4	
Gender Analysis					ACDI/VOCA HQ
Gender Strategy and Action Plan development					A/V HQ and Project staff
Training of AFDA staff on ACDI/VOCA’s <b>GenderFirst™</b>					A/V HQ
Inclusion of gender equity and women empowerment in Partnership selection and co-creation					Project staff
Pilot Activities promoting transformative approaches to gender equity and women empowerment identified and supported					Project staff
“Pause and reflect”					Project staff
Coordination with other organizations and projects					Project staff

**Table 13. Gender Equity and Women’s Empowerment Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
Number of women-led enterprises supported	TBD in Q2
Women among AFDA participants	TBD in Q2

### YOUTH ECONOMIC EMPOWERMENT

In Year One, AFDA will carry out analyses to identify gaps and opportunities to increase youth participation in agriculture, as well as agricultural and adjacent economic opportunities through self-employment, entrepreneurship and formal employment. This will include a customized labor market assessment (LMA) followed by integrated youth engagement activities that will be initiated through community engagement activities under Outcome 1.

Possible pilot initiatives could include: strengthening labor market intermediation (job matching, etc.) in partnership with associations and employers in response to local market system needs, partnerships with specific employers to provide apprenticeships particularly involving technology and machinery, partnerships with technical and soft skills providers to

enhance career services or upgrade training curricula, and utilizing the outputs of the community youth mapping exercises to orient self-employment and entrepreneurship activities towards market-driven needs.

This function will work very closely with the other technical teams to increase youth participation and ensure that the youth population, particularly from ethnic minority communities, is mainstreamed in the programming of Outcomes 1-4. Similar to Gender Equity and Women's Economic Empowerment, the Youth Economic Empowerment function will coordinate with other projects and organizations to share information and learnings to avoid duplication and observe AFDA's "do-no-harm" policy.

### **Illustrative Year 1 Activities**

*Youth economic empowerment and participation.* Building on AFDA's extensive start-up analyses, AFDA will prepare a more intensive youth assessment to identify opportunities to increase engagement of ethnic minority youth across the project's outcome areas. From this assessment, we will identify appropriate local youth-serving organizations with which we can partner, prioritize needs and formulate the AFDA Youth Inclusion Strategy. The Youth Inclusion Strategy will focus on youth economic engagement through on-farm activities in the agriculture sector as well as off-farm and non-farm activities in ethnic minority communities where AFDA "pull" interventions are met with "push" interventions under Outcome 1. Youth economic engagement activities will help map youth into opportunities in self-employment, entrepreneurship, and formal sector jobs.

As one element of this strategy, AFDA will work with local youth-serving organizations to conduct **Community Youth Mapping (CYM)** exercises. The CYM exercises will allow youth to identify opportunities in their communities for on-farm, off-farm and non-farm employment (including by youth and other marginalized groups) within prioritized local value chains, as well as needs and opportunities for appropriate life and market-related skills training and opportunities. A focus will be on leveraging youth's networks to engage with older youth who have recently entered the agricultural workforce, as well as with successful owners of local agricultural enterprises or other market actors in their communities who have insights on market trends. Rich qualitative information captured by youth will be integrated into the Labor Market Assessment activities described below.

Additionally, CYM activities can concurrently promote positive perceptions for youth working in the agriculture sector. The Community Development and Conflict Specialist will train these groups on **conflict awareness**, community mapping and documentation and on presentation approaches such as photovoice. Efforts will be made to emphasize the importance of girls' participation in CYM as part of AFDA's broader gender and women's economic empowerment strategy as reflected above. The groups will present their findings to community leaders and feed them into iterative SCALE+ processes, including cross-sectoral advisory committees, to prompt discussion of challenges and identification of solutions and opportunities for engaging youth and other community members in market systems with inter-ethnic participation.

*Workforce development.* In addition to facilitating youth-led mapping of local food and market systems to help youth themselves understand their environment and work opportunities that may be more oriented towards self-employment or entrepreneurship, AFDA will conduct a targeted, expert-led labor market assessment (LMA) that will systematically identify opportunities for youth across the market systems with a greater focus on the formal sector.

The LMA will directly complement AFDA's prior analysis and selection of priority agricultural sectors, focusing on specific sectors with the greatest identified potential for youth absorption, participation, and advancement. The LMAs will be instrumental in systematically identifying entry points for engaging local partners across the workforce system and will generate or cultivate relationships that can be leveraged throughout project implementation. The LMA will overlay sector maps developed by AFDA with current and emerging occupations for youth across diverse market systems functions (production, distribution, sales, marketing, etc.). For those jobs, the LMA will map required skills, degrees or certifications as well as gender inclusion opportunities or challenges (workplace safety, etc.). Through engagement with market actors, the LMA will also identify skill upgrading priorities and their implications for local education and training institutions, or other youth-serving organizations. The LMA will integrate data on employment or self-employment opportunities for youth from the youth-led **Community Youth Mapping** activity described above.

The LMA will also include an institutional mapping exercise for local workforce systems. The institutional mapping will identify key actors across the public sector, private sector employers, education and training institutions and other skill development actors, and labor market intermediaries. The mapping will analyze the current state of linkages among the actors and priorities for strengthening those linkages in order to improve alignment of workforce development strategies and services.

LMA results will be shared and validated with workforce system stakeholders, iteratively and formally through workshops or events, etc. Based on the findings of the LMA, in Year 1 we will design training and networking activities to provide opportunities to bring young people from different ethnic groups together for skills enhancement, focused on the needs of potential employers. AFDA will build strategic partnerships with associations and other training providers, to inform workforce skills development activities for youth. Additionally, AFDA will support employer capacity to hire youth.

**Table 14. Youth Economic Development Activities for Year 1.**

ACTIVITY	IMPLEMENTATION TIMEFRAME (Quarter)				RESOURCES
	1	2	3	4	
Prepare AFDA Youth Inclusion Strategy including notional pilot activities					Project staff and Intl. STTA
Integrate youth participation into AFDA partnership selection and co-creation criteria					Project staff
Engage youth-serving organizations and youth directly through Outcome 1 community engagement activities					
Work with youth-serving organizations to conduct CYM for economic opportunities					Project staff + Local STTA
Conduct labor market assessment					Project Staff + Intl. STTA + Local STTA
Share LMA data with private sector employers, skills suppliers (i.e. TVETs), and youth-serving organizations to triangulate with CYM findings				Late Q4	Project Staff + Local STTA

**Table 15. Youth Economic Development Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
Youth among AFDA participants	TBD in Q2
Youth-led or managed enterprises supported	TBD in Q2



## ORGANIZATIONAL PERFORMANCE

Organizational capacity gaps that inhibit business growth, prevent producer organizations from accessing alternative markets, and affect association's effective and efficient service delivery will be identified during the start-up analysis. Following the analysis, an organizational capacity development plan will be prepared and rolled out with relevant partners.

One potential immediate activity under this function is to assist businesses and associations supported under the USAID VC-RD project that may need help in business planning or other training to build their systems and be investment ready.

This function will work in conjunction with Outcomes 1-4 by making sure that partnerships under Outcomes 1-4 include activities to improve organizational performance and capacity to sustainably grow their businesses.

**Table 16. Organizational Performance Activities for Year 1.**

ACTIVITY	IMPLEMENTATION TIMEFRAME (Quarter)				RESOURCES
	1	2	3	4	
Training of staff on OCA and Organizational Capacity Development					International STTA
Inclusion of organizational capacity in pre-award assessment and partnership co-creation					Local staff
Organizational Capacity needs assessment of VC-RD supported associations					International STTA (LOE- 30)
Refine workplan on organizational performance to include STTAs needed for Year One					Local and International staff
Support to VC-RD supported associations to improve their organizational performance and facilitate access to financing					International STTAs (LOE- 150)

**Table 17. Organizational Performance Targets for Year 1.**

INDICATOR/OUTPUT	TARGET
Number of enterprises/associations supported in improving performance	TBD in Q2

## Market Systems Development Fund

An important mechanism for engaging market actors and implementing partners will be a Market Systems Development Fund (MSDF). Market actors will be selected competitively, ultimately signing memoranda of understanding (MOUs) or umbrella agreements with AFDA.

In Year One, the focus will be the development of the MSDF Manual to guide the partnership and award selection process, determination of criteria for partnership, publication of the Call for Application (CFA) for partnership, introduction of the AFDA and the CFA to market actors and potential partners and initial selection of partners.

AFDA aims to identify 50 partnerships and sign agreements with at least 20 partners and disburse \$400,000 from the MSDF in year one.

**Table 18. Market Systems Development Fund Activities for Year 1.**

ACTIVITY	IMPLEMENTATION TIMEFRAME (Quarter)				RESOURCES
	1	2	3	4	
MSDF Manual development					ACDI/VOCA
Criteria for partnership determined					AFDA Management
CFA and road show for awareness raising carried out					AFDA staff
Training of AFDA staff on compliance and grants					ACDI/VOCA HQ
Partnership applications received, reviewed and co-creation carried out					AFDA staff
Partnership agreements signed and implemented					AFDA staff
Continuing CFA, evaluation of applications, co-creation and implementation of partnerships					AFDA staff

## Monitoring, Evaluation, and Learning (MEL)

AFDA will establish an adaptive and a results-based monitoring, evaluation and learning system, using qualitative and quantitative methods to measure systems change, guide interventions, and test results chain hypotheses. Methods and tools includes social network analysis, outcome harvesting, outcome mapping , power analysis, statistical analysis, geographic information system , WEAI , organizational capacity and performance assessment and various participatory methods /tools.

A baseline will be conducted in the first year to inform AFDA’s programmatic plan and to provide baseline numbers for chosen MEL indicators. The MEL system will be anchored on results measurement methodologies and processes and frameworks and tools for reporting progress toward AFDA objectives.

The MEL system will use a range of tools for data collection and analysis. High-quality data collection, using mobile applications such as CommCare, Learning, Evaluation, Analysis Platform (LEAP) dashboard and data visualizations like PowerBi will provide real time information sharing to donors, headquarters, partners, staff and community participants. Further, MEL will conduct regular context monitoring to keep track of current conditions in the field such any conflicts, especially armed conflicts, political unrest or changes, disasters, new government laws, peace and order, farms infestations, new investors/businesses, etc.

The Quarter 2 Review will be combined with the Mid-Year Review to be conducted in the last month of Q2. This will be a participatory session among the AFDA Staff and USAID for Performance Indicator Review and Context Monitoring findings sharing which include problems, emerging risks, issues and concerns and adjustment of the workplan, as appropriate. While

the Quarter 3 Review will be done in June, a review of Year One will be done in September 2020 to focus on the assessment of AFDA performance during the first year, identify lessons and key considerations for Year Two.

AFDA will coordinate with Myanmar Analytical Activity (MAA) and the Community Strengthening Project (CSP) to establish an Information and Shared Learning platform for real time information sharing between the aforementioned three activities. Learning from collaboration and implementation will be captured through participatory M&E processes, guided by evolving learning questions generated by ACIDI/VOCA, USAID, partners and grantees, which will be utilized for decision making and adaptation. MEL will ensure that Collaboration, Learning and Adaptation (CLA) will become an integral part of activity implementation. Within the first year of implementation, AFDA's CLA Director will generate a learning report that describes answers to AFDA-selected learning questions, as well as how this information has been leveraged for improvements and adaptation. Most of the information in these reports will summarize key learning from sector stakeholder workshops, the enterprise behavior survey, PEA and Conflict Analysis primary research and the baseline survey.

AFDA shall apply complexity-aware methods to continuously monitor, evaluate, learn and adapt. A separate Activity Monitoring, Evaluation and Learning Plan (AMELP), integrating CLA, will be submitted within 90 days of award.

**Table 19. Monitoring, Evaluation and Learning Activities for Year I.**

MEL ACTIVITY	IMPLEMENTATION TIMEFRAME (months)												RESOURCES
	Q1			Q2			Q3			Q4			
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Development of MEL design and plan													printing
2. Hiring & Capacity Building of MEL <b>core team</b> members													Project staff & A/V HQ
3. Baseline Survey & Social Network Analysis													STTA Firm Outsourced
4. Rolling baseline of Partners & Social Network Analysis													-STTA Firm -Training cost
5. Design and installation of MEL management information systems (MIS) and dashboard													AFDA & A/V HQ
6. Design Data Collection Tracking System for output and outcome tracking													-IT infrastructures -Computer -A/V HQ & AFDA Field team
7. Capacity Building Staff on CLA, MEL and MIS													-STTA CLA -HQ MEL
8. Capacity Building of <b>Partners</b> on participatory MEL and MIS application													Local MEL staff as trainers -Training cost

MEL ACTIVITY	IMPLEMENTATION TIMEFRAME (months)												RESOURCES
	Q1			Q2			Q3			Q4			
	1	2	3	4	5	6	7	8	9	10	11	12	
9. Ongoing data Collection													AFDA Project staff
10. Quarterly Review													AFDA Staff
11. Internal Data Quality Audit Conducted by HQ Specialist													A/V HQ & Local MEL staff
12. Mid-Year (Semi Annual) and Year End (Annual) Assessment & Review													-Workshop costs

## Communications

AFDA Communications will cover project accomplishments and social marketing, and will also be the channel for sharing knowledge, learning, research findings, adaptations and innovations.

Communication materials, events, press releases & conferences, trainings and social media marketing products will be shared with USAID for their input and to ensure they meet USAID standards. Project factsheets, project profiles and other promotional items will be produced and distributed. With USAID consent, the Activity website and social media sites will be developed and populated.

The Activity will carry out information and consultation events in the different states and regions in Q2. The AFDA communication team will produce regular updates (weekly, monthly, quarterly and annual reports) with input from the data of MEL MIS as well as from program reports starting in Q2. These updates will also be shared online in mobile applications, social media and website. Target activities and timelines will include weekly submission of highlights to USAID, events calendar, major events anticipated for year one.

**Table 20. Communications Activities for Year I.**

MEL ACTIVITY	IMPLEMENTATION TIMEFRAME (months)												RESOURCES
	Q 1			Q2			Q3			Q4			
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Hiring & orientation of Communication team													A/V HQ
2. Mapping of media entities in ZOI and assessment of current communication practices													STTA - 15 days LOE
3. Start-up communication strategic planning workshop													STTA Consultant 30 days

MEL ACTIVITY	IMPLEMENTATION TIMEFRAME (months)												RESOURCES	
	Q 1			Q2			Q3			Q4				
	1	2	3	4	5	6	7	8	9	10	11	12		
4. Development and distribution of AFDA communication paraphernalia and IECs materials														Budget for production
5. Outreach events														Communication materials Event organizer
6. Publications and social media outreach														N/A
7. Photo & video collection														Cameras
8. Mid-Year reporting														Project staff

## Staffing and Operations

A robust team of ACIDI/VOCA HQ and Regional Staff will continue to support a rapid operational start-up of the project based on the timelines listed in project Startup plan albeit interactive when appropriate.

The focus for year one will be: 1) registering ACIDI/VOCA, 2) signing the MoU with the DoA, 3) securing office space in Yangon in November with at least two regional offices to open in in early Q2, and 4) recruiting and training for staff.

**Yangon Staffing:** The hiring process will continue to progress at a rapid clip with a core team of essential staff hired under consulting agreements in Q1 and a majority of Yangon-based staff hired in Q2. Comprehensive onboarding in systems and project management will accompany the hiring process and will include in-country training on accounting, HR policies and procedures/timesheet management, sub-award and procurement, ethics training, market systems training, etc.

The table below lists key internal trainings planned in Year 1.

**Table 21. Internal Trainings for Year 1.**

TRAINING	PLANNED
Market Systems	Q1
Grants and Procurement (including Sub-award management)	Q2
ACDI/VOCA Accounting and Financial Management Systems	Q2
UNANET and Timekeeping System	Parallel with Acc't training
Ethics	Q1-Q2-Q3
Respect in the workplace	Q1-Q2-Q3

TRAINING	PLANNED
Preventing Human Trafficking	Q1-Q2-Q3
Performance Management	Q1-Q2-Q3
Do-no-Harm	Q2
Conflict Sensitivity	Q2
SCALE+ Methodology	Q2
Social Behavior Change Communication	Q2
ACDI/VOCA Monitoring and Evaluation Policy, Procedures and Tools	Q1-Q2 (remote and in Yangon)
GenderFirst	Q2
Communications and Branding & Marking	Q2

A comprehensive list of positions already filled and for which recruitment efforts are in process or planned can be found in Annex 2. For more information on staffing structure please see the organizational chart in Annex 3.

**Regional Staffing:** Regional project staff will serve as focal points/relationship managers for assisted market actors and local implementing partners in their areas. They will be the primary points of contact on a day-to-day basis for a wide range of AFDA information and services, including the delivery of technical assistance, data collection, and financial and performance reporting. Regional staff will report operationally to the deputy chief of party (DCOP), who will be based in Mandalay, with technical oversight, capacity building, and mentoring provided from Yangon-based technical staff.

Other field-based staff include field managers for the Shan (Taunggyi), Magway and Kachin (Myitkyina) offices, as they roll out. Each field manager will oversee 2-3 market systems facilitators, as well as one organizational performance facilitator in each office, who will be front-line coordinators of project activities in the field. Finally, one administrative officer will be based in each of the field offices.

The following operational and administrative milestones will be completed in close coordination with ACDI/VOCA HQ.

**Table 22. Operational and Administrative Milestones for Year 1.**

MILESTONES PLANNED	ESTIMATED COMPLETION
QuickBooks accounting software development	Q2
UNANET software installed and functioning	Q2
Petty cash procedures established	Q2
Travel, finance, security and employee policy manuals finalized	Q2
Employee Policy Manual finalized and distributed	Q1
Personnel records established	Q1, Q2
Grants manual and procurement manual drafted	Q1

<b>MILESTONES PLANNED</b>	<b>ESTIMATED COMPLETION</b>
QuickBooks accounting software development	Q2
Assets/inventory management database established	Q1
Major vendor agreements signed for internet, telecommunications, supplies, accommodation, printing/design, translation	Q1

Project leadership, with support from HQ and in close collaboration with USAID, will continue discussions and meetings with regional, state, and union-level government officials to secure registration as an INGO with a view to signing an eventual MoU with the Department of Agriculture within the Ministry of Agriculture, Livestock and Irrigation. To this end, draft MoUs, requests for letters of recommendation and support from MOFA, MoFERD and Ministers of regions and states will be submitted before the end of Q1.



# ANNEXES

## Annex I. Selection criteria for sector prioritization

SELECTION CRITERIA	PROPOSED MEASUREMENT INDICATORS SCORED ON SCALE OF A 1-5 (HIGHEST/BEST) OR RANK-ORDERED
I. Ability to Affect Systemic Change	<ul style="list-style-type: none"> <li>Degree to which sector's <b>value chains are inter-related</b> and its potential for spillover to other sectors.</li> <li>Degree to which <b>market actors</b> have the incentives and ability (e.g., resources, knowledge and market power) to <b>drive wider systems change</b> (beyond one VC, region, etc.) (Scoring: Score on incentives and ability separately, and report the average of those two)</li> </ul>
II. Competitiveness	<ul style="list-style-type: none"> <li>Relative level of <b>unmet end market demand</b> (new or upgraded market channels) that can incentivize collaboration and investment within the sector</li> <li>Level of <b>current or potential production base in the ZOI</b> from which the sector can grow quickly.</li> <li>Degree to which there are <b>market actors with the incentives and ability to drive necessary upgrades</b> to compete (Scoring: See B.)</li> </ul>
III. Inclusive Growth Potential	<ul style="list-style-type: none"> <li>Potential to foster equitable distribution of benefits across the sector, particularly for women, youth and ethnic minorities.</li> <li>Potential for participation (production, off-farm employment, entrepreneurship) among women</li> <li>Potential for participation (production, off-farm employment, entrepreneurship) among youth.</li> <li>Potential for participation (production, off-farm employment, entrepreneurship) among ethnic minority population</li> <li>Degree of <b>competition among firms</b> (Scoring 1=least competition, 5 = highest competition): Market share of the four largest firms/ or pricing power (“ if you raised prices by 10% what percentage of customers would lose “)</li> <li>Degree to which <b>market actors have the incentives and ability</b> to drive inclusive growth (e.g., provide services and access to resources to women, youth, and minorities). (Scoring: See B.)</li> </ul>
IV. Political Economy	<ul style="list-style-type: none"> <li>Included as a government priority sector or other government initiative.</li> <li>Degree of appetite for reform or significant constituencies for change through preliminary political economy analysis.</li> <li>Prevalence of political/military elites that currently control the market and impact barriers to entry and inclusive growth (5 = low/no prevalence, 1 = significant/pervasive)</li> </ul>
V. Alignment with USAID and other Donor Investments	<ul style="list-style-type: none"> <li>Relative synergies with other USAID projects or donor investments</li> <li>Compliance with Bumpers Amendment – no excluded sectors or activities (Scoring 0 = non-compliant, 5 = no compliance issues)</li> <li>Relative <b>opportunities for US firms</b> to benefit from sector development</li> </ul>

## Annex 2. Staff, roles and schedule of onboarding

POSITION	ROLE	SCHEDULE FOR ONBOARDING
		Month
COP	Manage day-to-day strategic planning, oversee technical implementation and manage overall Activity implementation with support from ACIDI/VOCA HQ as appropriate	Mobilized
Outcome 1 Lead	Identify opportunities to align incentives between various ethnic groups and the ethnic majority, and promote inclusive, mutually beneficial and transparent interactions that will build trust and reinforce these inter-ethnic relationships and lead to greater community and household resilience.	December/January
Outcome 2 & 3 Lead	Provide technical leadership to Burma AFDA for results relating to increased access to agricultural support services and increased availability of improved inputs for smallholder farmers, especially ethnic minorities. He will lead assistance targeted at buyers, service providers, input suppliers, producers, and other relevant market actors and will act as a focal point for the expansion of agricultural services and inputs.	Mobilized
Outcome 4	Provide technical leadership to Burma AFDA for results related to increased market access for smallholder farmers, especially ethnic minorities. She will lead assistance targeted at end-markets such as post-harvest firms, exporters and international buyers, and will identify constraints, market-based solutions, and incentives to integrate small-scale producers into their supply chains.	Mobilized
MEL Director	Responsible for guiding the overall design and implementation of the Activity's MEL strategy and overseeing the database development in consultation with ACIDI/VOCA home office M&E team.	Mobilized
DCOP	Responsible for leading field-level implementation of the program, as detailed fully in the Award and subsequent annual work plans.	Mobilized
Cross-cutting Technical Lead	Oversee cross-functional components in the program and will coordinate the mainstreaming of gender, youth and organizational capacity building in the planning and implementation of the different outcome areas in AFDA.	January
Director of Finance and Operations	Accountable for overall financial and administrative management. Directs and oversees all finance, grants management, IT, human resources and administrative aspects of the program.	December
Communications Manager	The Communications Manager is responsible for leading AFDA's communications and outreach efforts including organization of events,	December

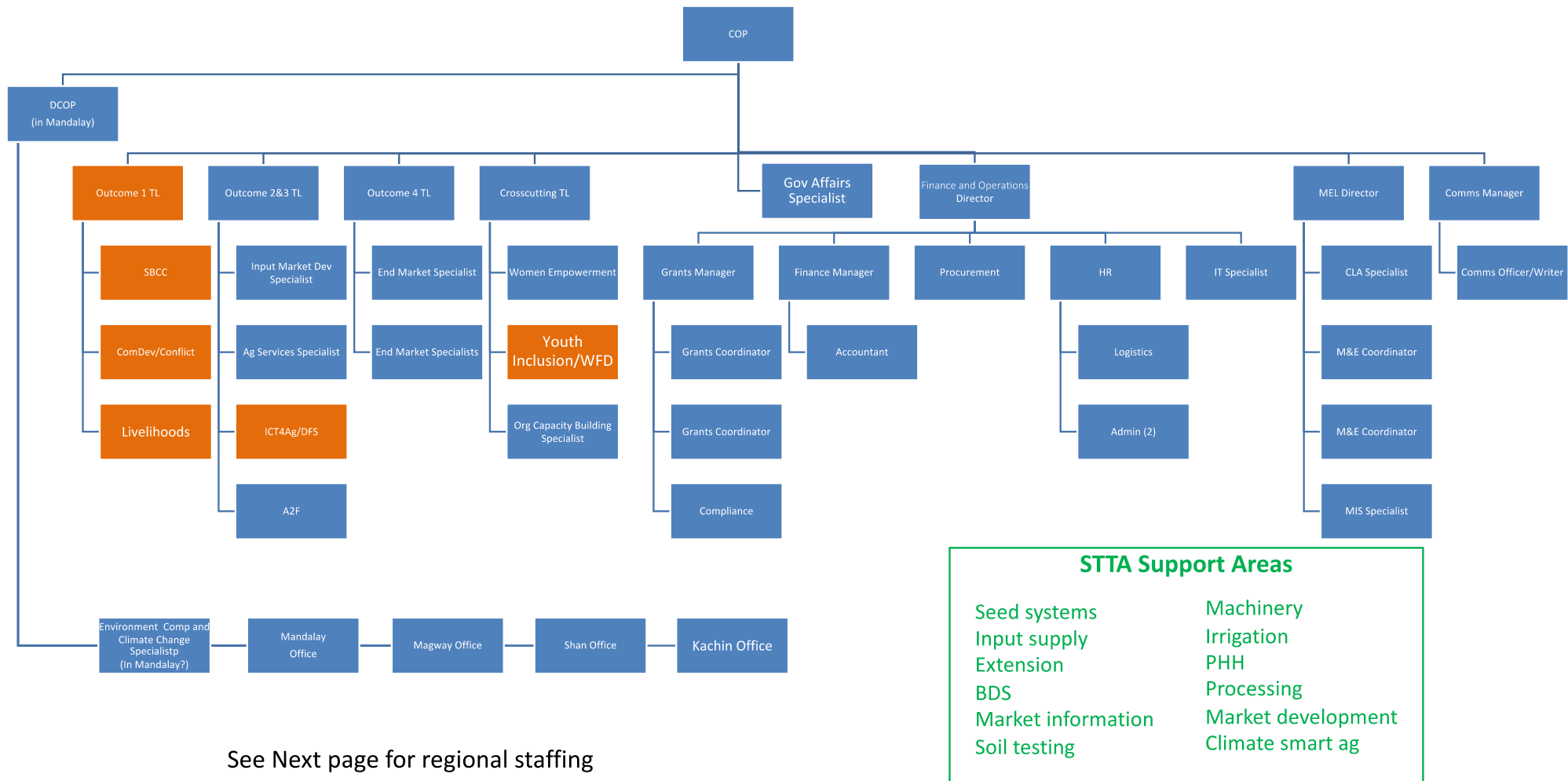
POSITION	ROLE	SCHEDULE FOR ONBOARDING
		Month
	disseminating information on program requirements and selection criteria, and developing both internal and external messaging regarding AFDA's results, in compliance with the branding and marking plan incorporated into the award, and coordination with technical staff to generate and disseminate success stories and lessons learned.	
Government Affairs Specialist	Guides the project's policy work and coordination with the government of Myanmar, including at the union, state and regional level. Collaborates with technical teams to gather information required for government reporting, facilitate site visits by government representatives, and manage the registration and MoU process.	Mobilized
Grants Manager	Manages sub-awards within the AFDA Market Systems Development Fund (MSDF) portfolio by coordinating, planning, implementing, and monitoring related activities in the project. Manages the in-kind grants-related procurement, subcontracting and grant processes and monitors all grant and subcontract implementation activities.	December
Finance Manager	Maintains accounting systems, policies and procedures, financial controls, accounting standards and records. Applies fiscal controls and procedures for all accounting areas in accordance with government regulations.	December
Human Resources and Admin Manager	Guides and manages the overall provision of HR and administrative services within ACDI/VOCA projects in Myanmar, ensuring compliance with local labor law and ACDI/VOCA policies and procedures.	December
CLA Specialist	Centralize many of the critical project support components that, collectively, influence CLA within the project, and better enable sustainable and effective project outcomes.	January
Access to Finance Specialist	provide technical leadership to Burma AFDA leading the project's efforts to increase the performance of the financial sector and increase access to finance for project beneficiaries, especially ethnic minorities.	January
MIS Specialist	Responsible for managing and executing M&E data management functions pertaining to the project's M&E requirements. Administers the corporate Management Information System (MIS) for the capture, management and analysis of M&E data for the project.	December
Procurement and Logistics Coordinator	Responsible for managing and executing procurements associated with the project's operational activities and grant portfolio. Prepares and processes requisitions, purchase orders and contracts for materials, supplies, lease contracts and services.	December

POSITION	ROLE	SCHEDULE FOR ONBOARDING
		Month
SBCC Specialist (FHI)	Provides technical inputs to and oversees appropriate SBCC interventions across program technical areas. Identifies barriers and develops content for SBCC materials and interventions that are inclusive and delivered through a variety of communication channels.	January/February
Community Development/Conflict Specialist (FHI)	Leads project programming related to increasing social cohesion and building social capital among diverse ethnic groups and monitors rapidly evolving conflicts zones and at-risk areas that relate to program implementation. Designs activities that are conflict-sensitive and inclusive based on significant participatory engagement to develop collaborative action plans around shared economic objectives advancing towards the achievement of peace and stability.	January/February
Livelihoods Specialist (FHI)	Leads project programming to increase livelihood opportunities based on priorities defined by organic community engagement initiatives and AFDA's market "pull" activities.	December/January
Input Market Development Specialist	Supports interventions to increase access to agricultural input among crop and livestock smallholders, especially ethnic minorities and women. S/he will support engagement and capacity building among input market actors to develop and expand smallholder-oriented rural distribution networks inclusive of ethnic minorities, women and youth.	January
Agricultural Services Specialist	Support interventions to increase access to agricultural input among crop and livestock smallholders, especially ethnic minorities and women. Coordinates closely with output market and cross-cutting roles.	January
ICT4Ag Specialist (FHI)	Identifies barriers across the market system and selected value chains, and the most promising interventions for AFDA support. Design and oversee implementation of inclusive ICT4Ag/DFS solutions.	February
End Market Specialists (2)	Support interventions to increase market access for smallholder farmers, especially ethnic minorities and women. S/he will support engagement with output market actors to connect smallholders to improved end markets, and identify constraints, market-based solutions, and incentives to integrate small-scale producers into buyers' supply chains.	December/January
Women's Empowerment Specialist	Oversee gender and social inclusion and women's empowerment efforts across the project, including ensuring that gender and inclusion-based approaches are central to AFDA activities, in accordance with the program design and the intended outcomes of the award.	January

POSITION	ROLE	SCHEDULE FOR ONBOARDING
		Month
Organizational Capacity Building Specialist	Support the implementation of Burma AFDA interventions to improve organizational performance for producer organizations, informal farmer groups, trade associations and community-based organizations.	January
Youth Inclusion/WFD Specialist (FHI)	Design and oversee youth inclusion and workforce development activities. Lead youth analysis at program outset to inform activity design and youth engagement strategy. Contribute to labor market assessment and activities designed as a result of its findings.	February
IT Specialist	Responsible for handling all aspects of IT support to Yangon and field offices.	December/January
Compliance Specialist	Under the supervision of the Grants Manager, the Compliance Specialist will provide financial, subrecipient management, procurement, start-up and other compliance support to the ACDI/VOCA field office.	January
Communications Officer	Supports the Communications Manager in managing AFDA's communications and outreach efforts.	January
M&E Coordinator (2)	Assists the MEL Director in conceptualizing, planning, and implementation of M&E activities, tools, routine monitoring, reporting and analysis of associated sectors. Ensures the adaptive monitoring and evaluation system of the assigned sectors are in place and functioning.	December
Grants Coordinator (2)	Supports implementation of grants and sub-awards within the AFDA portfolio by coordinating, planning, implementing, and monitoring related activities in the project.	January
Accountant	Responsible for the implementation of accounting tasks, in accordance with ACDI/VOCA policies and procedures and applicable USG rules and regulations.	January
Admin Assistant (2)	The Administrative Assistant is responsible for handling all aspects of the administration and operations in designated offices and providing necessary administrative support to the project employees and official visitors.	December (1 of 2)
Field Manager	Responsible for managing operations of a field office, including oversight of field office-based staff, management of cash, assets and resources allocated to the field office and representational duties for the program in the area served by the field office.	Magway and Mandalay first in February Shan in March and Kachin in April

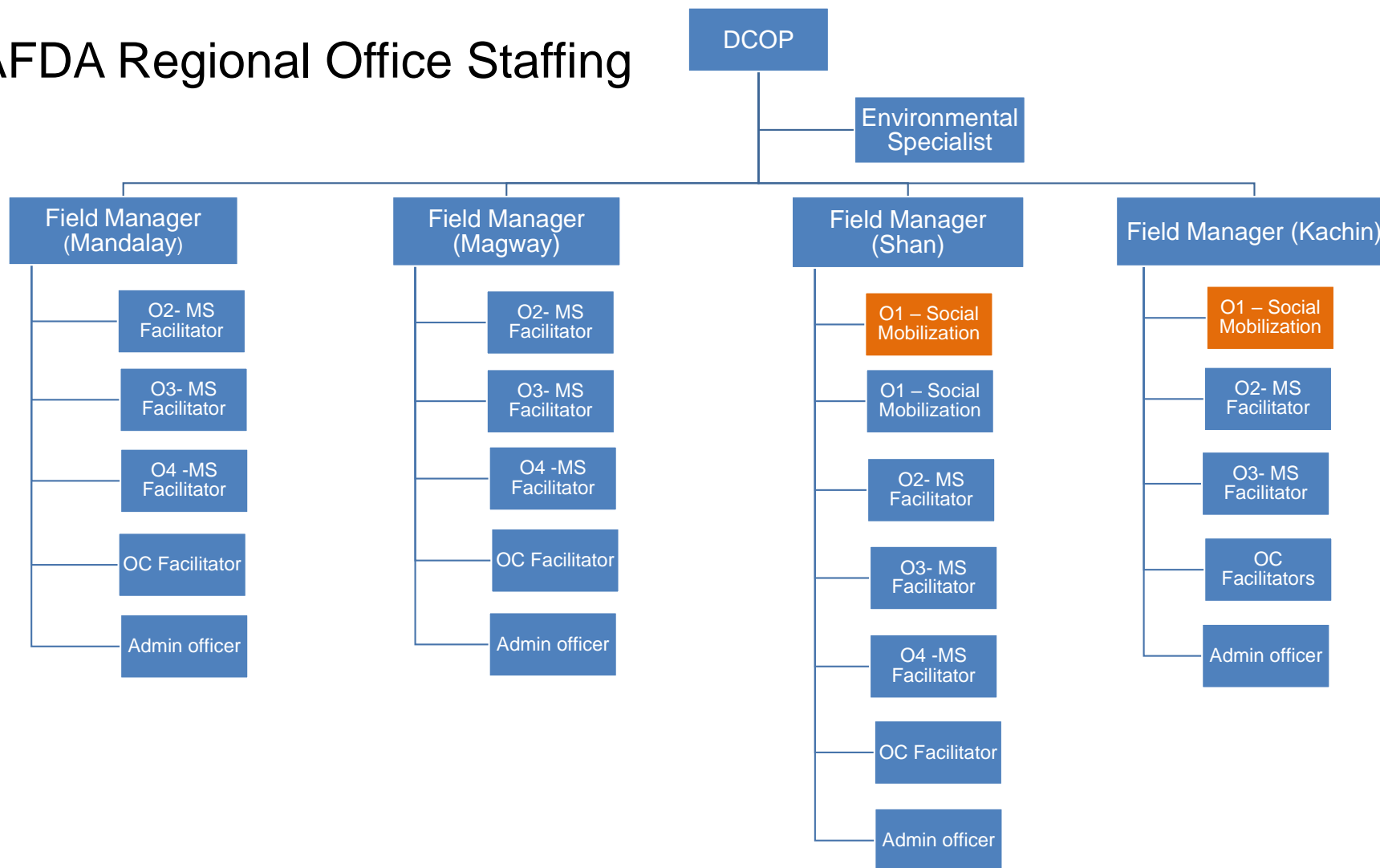
POSITION	ROLE	SCHEDULE FOR ONBOARDING
		Month
Environmental Compliance and Climate Change Specialist	Provides technical support on environmentally sustainable agricultural best practices and monitors partner compliance with environmental mitigation measures in line with the EMMP.	January
Social mobilization facilitator	The Social Mobilization Officer's will work closely with the project's community development, conflict, and youth technical specialists. They will be responsible for coordination efforts at the village and township level to ensure the successful participation of multiple agricultural stakeholder groups, engaging diverse ethnic groups, women, and youth in committees, meetings, and workshops. In addition, they will be tasked with identifying and collaborating with various stakeholders to support inclusive business initiatives between urban and rural communities affected by conflict as directed by the AFDA project leadership.	June
O2 MS Facilitator	Serve as local project coordinator for a portfolio of market actors partnering with AFDA for outcome 2 . Market actors may include private sector input suppliers, service providers, or buyers. Will be primary point of contact between partner firms and AFDA, including dissemination of project information, coordination and monitoring of assistance and primary data collection and reporting	Magway and Mandalay in February , Shan in March and Kachin in April
O3 MS Facilitator	Serve as local project coordinator for a portfolio of market actors partnering with AFDA for outcome 3. Market actors may include private sector input suppliers, service providers, or buyers. Will be primary point of contact between partner firms and AFDA, including dissemination of project information, coordination and monitoring of assistance and primary data collection and reporting	Magway and Mandalay in February , Shan in March and Kachin in April
O4 MS facilitator	Serve as local project coordinator for a portfolio of market actors partnering with AFDA for outcome 4 . Market actors may include private sector input suppliers, service providers, or buyers. Will be primary point of contact between partner firms and AFDA, including dissemination of project information, coordination and monitoring of assistance and primary data collection and reporting	Magway and Mandalay in February , Shan in March and Kachin in April
Organizational Performance Facilitator	Serve as local project coordinator for a portfolio of producer organizations. Will be primary point of contact between partner producer organizations and AFDA, including dissemination of project information, coordination and monitoring of assistance and primary data collection and reporting.	Magway and Mandalay in February , Shan in March and Kachin in April
Field admin officer	Four admin officers will be hired for field implementation offices one for each office for handling all aspects of the administration and operations in designated offices and providing necessary administrative support to the project employees and official visitors.	Magway and Mandalay in February , Shan in March and Kachin in April.

### Annex 3. AFDA Organizational chart





# AFDA Regional Office Staffing



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