



Livelihoods and Food Security Trust Fund



Livelihoods and Food Security Trust Fund (LIFT)

Myanmar Allied Farmers Seed Company (MAFSCO) - Call for Proposals (CfP)

Ref no: CfP/LIFT/2017/2/Seeds project DZ
Release date: 29 May 2017
Deadline: 13 July 2017, noon (12H00)
Title: Myanmar Allied Farmers Seed Company (MAFSCO)/Private Sector Engagement Program
Duration: September 2017 to June 2019

Background

The Livelihoods and Food Security Trust Fund (LIFT) is a multi-donor fund established in Myanmar in 2009 to address food insecurity and income poverty in Myanmar. LIFT has received funding from 14 donors¹ to date. The United Nations Office for Project Services (UNOPS) is the Fund Manager (FM) to administer the funds and provide monitoring and oversight.

LIFT is active in the four main agro-ecological regions of Myanmar: the Ayeyarwady Delta, the coastal region of Rakhine State, the central dry zone (including Mandalay, Magwe, and the southern Sagaing Region), and the uplands of Chin, Kachin, and Shan States.

The Fund is funding projects through June 2019. So far, LIFT has reached over seven million people, or roughly twenty per cent of Myanmar's population, and is active in about half of the country's townships. For more details, please go to www.lift-fund.org

Objective of the Call for Proposals

LIFT is working to ensure that Myanmar's rural economic transformation is inclusive. LIFT also recognizes the role of the private sector as fundamental to achieving its strategic goals and contributing to poverty reduction in Myanmar.

The most immediate opportunity for LIFT to engage the private sector is in agriculture. While LIFT engages the private sector to achieve development objectives, private companies engage in development because it is in their business interest to do so. LIFT is currently working with several private sector implementing partners in agriculture sector—Yoma Bank, TCX, SPE-PRIME, IFDC/private input retail suppliers, Mercy Corps/East West Seed. As stated clearly in LIFT's strategy (2014-2018), LIFT's

¹ As of end 2016, Australia, Denmark, the European Union, France, Ireland, Italy, Luxembourg, the Netherlands, New Zealand, Sweden, Switzerland, the United Kingdom and the United States of America. From the private sector, the Mitsubishi Corporation is a donor.



engagement with the private sector must ensure adequate benefits and terms for rural households.

LIFT's engagement with the private sector is equally beneficial for business, and this relationship is crucial to create sustainable gains and ultimately, an environment where assistance is no longer necessary. The engagement must also provide good value for money for LIFT.

Strengthen the private sector engagement in response to the needs of seeds sector development in Myanmar, LIFT is currently seeking proposals from qualified implementation partners² to establish Myanmar Allied Farmers Seed Company (MAFSCO) that will be implemented in the Central Dry Zone of Myanmar, with a focus to serve smallholder farmers and areas of Myanmar where improved seed is in high demand especially on pulses and oilseeds crops, other open-pollinated variety (OPV) crops and hybrid crops (maize).

Implementing partners are invited to submit a proposal to form, lead and instrument the Myanmar Allied Seed Company (MAFSCO) under a grant agreement with UNOPS as the LIFT Fund Manager. The proposal should be aligned with LIFT's Principles of Private Sector Engagement.

Funding allocation

The provisional allocation for LIFT's work on Myanmar Allied Seed Company (MAFSCO) is approximately USD 6.75 million. LIFT will sign only one grant agreement. No contractual agreement arising from this CfP can extend beyond 30th June 2019. The proposal is required for the offeror to submit a five year business plan that allows LIFT to assess the sustainability of the business after the LIFT agreement comes to a close.

Proposal submission:

Key documents for the preparation of submissions are:

- a) Annex 1: Description, format and requirements for proposals
(ToR for MAFSCO)
- b) Annex 2: Format for business structure and plan with timeline and financial statement for MAFSCO to be presented with proposal
- c) Annex 3: Selection criteria to be used by LIFT

The proposal (minus annexes) must not exceed 40 pages (12 point Times New Roman Font and a minimum of 1 inch margins all around). Pages should be numbered. Electronic submissions must not exceed 5MB in size.

² From [LIFT Operational Guidelines](#) "Eligible implementing partners include the Government of Myanmar, international and national non-governmental organizations, United Nations agencies, other international organizations, academic or research institutions and private sector companies."



Please note the following requirements for submissions:

- Proposals must be prepared in the English language according to the overall format requirements presented in Annex 1 including title page, table of contents, executive summary, project principles, goals, objectives, outcomes, risks, methodology, expertise, monitoring plan and indicators, and business structure and plan.
- The Curriculum Vitae/Resume of key personnel (national and international) must be provided with proposal stated in Annex 1.
- Business structure and plan with financial statement and profit and loss statement must be delivered with proposal guided in Annex 1 and 2.
- Proposals must be received by email at the following address: (lift.proposals.mmoh@unops.org) on or before **12.00 Myanmar time (GMT+6:30) on 13 July 2017**. Please do not submit your documents to any email address other than the secure email address provided above **or your proposals will be considered invalid**. The size of individual emails, including email text and attachments, must not exceed 5 MB.
- Proposals must also be submitted in hard copy at: LIFT Fund Management Office, 12(0) Pyi Thu Lane, 7 Mile, Mayangone Township, Yangon, Myanmar on or before the same date. **Unless received in both electronic and hard copy, on or before the deadline, proposals will be rejected.**
- Please note that the cost of preparing a proposal and of negotiating a grant agreement, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.

Any requests for clarification should be referred to lift@unops.org. Clarifications will be provided on the LIFT website: <http://lift-fund.org/> and the UNOPS website <https://www.unops.org/english/Opportunities/suppliers/Pages/Grant-advertisement.aspx>.

Also note that successful applicants will be expected to conform to LIFT's Operational Guidelines, which are available at <http://www.lift-fund.org/guidelines>. The guidelines specify LIFT's rules in relation to *inter alia* reporting, procurement, inventory management, record management and visibility.

Proposal selection and appraisal procedures (Evaluation Process)

A technical evaluation committee (TEC) will review applications. The review is based on the criteria outlined in the CfP. As a part of its appraisal process, LIFT may elect to discuss, cost, or other aspects of proposals with applicants. The TEC will proceed to the selection of the proposals through two stages:

1. Short listing:
 - a. The TEC will appraise each proposal using the criteria listed in Annex 3.



- b. Applicants whose proposal has been short listed will be asked to present their approach and respond to questions from the TEC in an interview.
 2. Proposal revision:
 - a. LIFT may determine that one or more of the short listed proposals require further clarification and possible revision. The applicant will have a maximum of two weeks to revise their proposal based on TEC questions and comment.
 - b. The TEC will update its appraisal based on the revised proposal.

Successful proposals will be implemented under a grant agreement with UNOPS as the LIFT Fund Manager. Unsuccessful applications will not be returned to the applicant.

Schedule of Events

Except for the final date for proposal submission to LIFT, the dates provided below are only indicative. The TEC may follow a quicker or a longer timeframe for the appraisal of proposals.

| <i>Event</i> | <i>Date</i> |
|---|--|
| Call for Proposals release date | 29 May 2017 |
| Deadline for receipt of written inquiries | 12 June 2017 |
| Written responses distributed | 19 June 2017 |
| Proposal due date | 13 July 2017, 12.00 Myanmar time (GMT+6:30) |
| Evaluation Period (Shortlisting) | 13 July 2017 to 28 July 2017 |
| Grant agreement negotiation | From 1 st of September 2017 to 30 th June 2019 |

After scoring the proposals, the evaluation team may determine that one or more proposals require further clarification and possible revision. Discussions with submitting organisations are only conducted with regard to proposals determined to be acceptable.



Annex 1

Description, format and requirements for proposals (Terms of Reference for MAFSCO)

Rationale: Myanmar's Seed Sector

Myanmar's policy makers and regulators clearly recognize the fundamental importance and multiplier effects of modernizing the domestic seed sector to improve the livelihoods of the country's farmers, expand the agricultural economy, and advance rural development nationwide. This is evidenced by the government's high priority on seed-related issues through the following seven policies and laws (not an inclusive list):

1. Framework for Economic and Social Reforms (FESR)
2. National Comprehensive Development Plan
3. National Export Strategy
4. National Seed Policy
5. Seed Law
6. Plant Variety Protection Law (PVP)
7. Seed Industry Investment Regulations for Foreign Companies
8. Road Map of Myanmar's Seed Sector: 2017-2020

This priority on the seed sector is also addressed in LIFT's Strategy (<http://www.lift-fund.org/strategy>) and numerous other studies and reports listed in the Reference section of this ToR.

The Ministry of Agriculture, Livestock and Irrigation's (MOALI) Department of Agricultural Research (DAR) and Department of Agriculture (DOA) seed farms perform an important function in Myanmar's seed production and supply system. Currently, most registered and certified seed for rice, beans and pulses, and oilseeds originates at these seed farms. However, a recent study for the Asian Development Bank by AgriSource and the Syngenta Foundation for Sustainable Agriculture found that Myanmar's public seed farm system currently supplies less than 1% of total farm-level seed demand for major crops. The Myanmar public seed farm system is not designed to commercially produce certified seed; it is designed to test new varieties most, often introduced through international research centers, and produce limited foundation and registered seed.

Estimated farmer seed demand and Department of Agriculture production of priority crops

| Crop | Estimated Seed Demand / year (kg) | Farmer DOA Seed Produced / yr. (kgs) | % of Total Demand from DOA |
|------------|-----------------------------------|--------------------------------------|----------------------------|
| Maize | 5,671,540 | 65,500 | 1.15% |
| Black Gram | 27,717,120 | 74,000 | 0.27% |
| Mung Bean | 29,629,354 | 37,324 | 0.13% |
| Pigeon Pea | 12,509,950 | 126,184 | 1.01% |
| Chick Pea | 23,354,950 | 46,240 | 0.20% |
| Groundnut | 37,538,992 | 11,320 | 0.03% |
| Sesame | 23,819,853 | 27,435 | 0.12% |



| | | | |
|--------------|--------------------|----------------|--------------|
| Sunflower | 4,326,240 | 26,781 | 0.62% |
| TOTAL | 164,567,585 | 414,784 | 0.25% |

Source: Asian Development Bank. *Opportunities for the Myanmar Seed Sector, 2016.*

In addition to the public seed farms, there are currently 31 private seed companies active in Myanmar, but only a few of these offer oilseeds, such as sunflower seed, and pulses seeds, such as mung bean, pigeon pea, and chickpea. The present market situation thus offers an opportunity for more players to enter Myanmar's seed sector.

Myanmar Allied Farmers' Seed Company

In order to address these market needs and opportunities, especially for pulses, oilseeds, and other open-pollinated variety (OPV) crops, LIFT envisions the creation of a "private company with co-operative principles" named **Myanmar Allied Farmers' Seed Company (MAFSCO)**. LIFT's intent is to support the start-up of MAFSCO as a locally-owned company, with membership, shareholding, dividends, and other benefits linked to farmers' production and other commitments to the company. LIFT will provide the initial project financing for establishing and supporting the company through June 2019, after which point the business should be moving towards financial sustainability.

The purpose of MAFSCO is to produce, to process and market seed of priority crops, particularly pulses and oilseeds, with a focus to serve smallholder farmers in the Central Dry Zone (CDZ) and areas of Myanmar where improved seed is in high demand. Seed for early-maturity mung beans, pigeon peas, sesame, and groundnut, are currently proposed as MAFSCO's initial products. Seed of other species, such as chickpea, sunflower, and other pulses, also have potential and may be included in the company's business plan.

Through competitive bidding, LIFT will select an Implementing Partner who will, through the project structure described below, provide services needed to ensure the establishment and ongoing success of MAFSCO. For example, the Implementing Partner will contract with Technical Partners and collaborate both financially and technically with a reputable, established "Local Champion" business entity to help implement and support the project. It is possible that the IP/Technical/Local Champion are already interlinked.

This ToR and related example Business Plan is intended to guide potential Implementing Partners submitting proposals to LIFT for this project.

I. PRINCIPLES AND OBJECTIVES

Project Principles

The project and MAFSCO will be structured on LIFT's Private Sector Principles of Engagement of:

- i. **Additionality:** collaboration with the private sector to stimulate a project/business that is inherently able to scale up and grow
- ii. **Sustainability:** socially, economically, and environmentally



- iii. Inclusiveness: value chains that include as many smallholders (men and women) as can be involved

In this regard, LIFT is looking for an implementing partner that can establish the MAFSCO in a sustainable manner. The Implementing Partner and entire project team will ensure that any links to MAFSCO's supply chain will be competitive, open, and market-based. Farmer shareholders of MAFSCO must also have the option to contract with the company or any other seed suppliers or contractors.

Women are expected to be important shareholders, employees, and leaders of MAFSCO. During start-up of the business, particular attention will be focused on identifying and recruiting women for key positions on the Implementing Partner and Technical Partner teams, MAFSCO Board of Directors, and the company management team. This will ensure that gender issues will receive fundamental attention in MAFSCO's leadership, management, and operations.

Project Goals, Objectives, and Outcomes

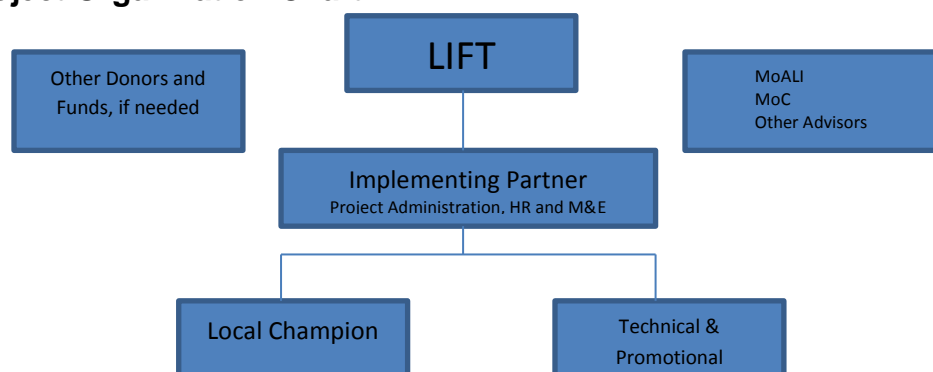
The primary goal of this project is to increase the supply of high quality seeds to smallholder farmers in Myanmar, particularly those in the CDZ and other needy areas, and thereby improve farmer productivity, expand the agricultural and rural non-farm economy, and advance rural development nationwide.

This will be achieved through the creation of MAFSCO as a locally-owned company, with membership, shareholding, dividends, and benefits linked to farmers' production and other commitments to the company. LIFT envisions this new entity as a "private company with co-operative principles", with a focus on producing, processing, and marketing seed of priority crops, particularly pulses and oilseeds, to smallholder farmers in the CDZ and areas of Myanmar where improved seed is most needed.

It is currently anticipated that LIFT will provide initial project financing and support to MAFSCO until June 2019. After that point, the MAFSCO should be financially self-sustaining through its internal financial resources (including LIFT funds), new investment capital, commercial loans, or other arrangements. LIFT's support is needed to establish the company; recruit and train the management team; and identify the best combination of seed products and related services to sustain the business long into the future.

The following chart shows the project's expected organizational structure.

Project Organization Chart



1. Prepare a detail business plan
2. Establish MAFSCO as a registered Myanmar seed company
3. Launch MAFSCO and execute the business plan



Key Targets of MAFSCO

MAFSCO's ultimate business goals and growth targets will be focused on benefiting and improving the livelihoods of its farmer member shareholders. The following table is an example of potential key targets relating to the example business plan included in the Annex. Other operational targets can and should be added as the business plan is executed. Please note that the applicant is expected to develop their own business plan and targets.

| Key Targets | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---------------|---------------|---------------|---------------|---------------|
| Farmer member shareholders | 250 | 500 | 1,000 | 1,800 | 2,500 |
| Acres of seed production | 500 | 1,000 | 2,000 | 3,600 | 5,000 |
| Number of farmer seed production contracts | 250 | 450 | 900 | 1,620 | 2,250 |
| Total kg of seed sold | | | | | |
| Pulses | 192,276 | 403,780 | 847,937 | 1,632,279 | 2,415,031 |
| Oilseeds | 118,188 | 248,195 | 521,209 | 957,722 | 1,364,753 |
| Other seeds | | | | | |
| Gross payments to MAFSCO contracted seed producers (Kyat) | 369,945,600 | 788,539,046 | 1,680,770,977 | 3,224,280,712 | 4,753,254,823 |
| Net profit of MAFSCO (Kyat) | (545,149,388) | (592,646,173) | (486,443,618) | (151,884,513) | 236,742,798 |
| Gross dividend payout to MAFSCO shareholders (Kyat) | 1,250,000 | 2,500,000 | 5,000,000 | 9,000,000 | 12,500,000 |
| Number of full time and part-time jobs directly created by MAFSCO | 41 | 53 | 68 | 77 | 81 |

II. Key ISSUES/Challenges

CDZ farmers face many challenges that increasingly threaten agricultural production, such as insufficient rainfall and irrigation water, rising labor costs, lack of financing, increased foreign competition, and a lack of access to quality seed. Climate change has also exacerbated CDZ rainfall variability, resulting in greater occurrences of drought and floods. The start-up and ultimate success of MAFSCO is intended to help address these and other risks faced by farmers in the CDZ and other areas of Myanmar.

MAFSCO will face many of the same challenges as its shareholder members, as well as start-up risks and issues. The following chart outlines the key project issues and intended measures to address them.

| Key Issue | Mitigation Measure |
|--|--|
| Delays in establishing the company structure and recruitment of resource persons | <ul style="list-style-type: none"> Immediately after project startup, establish field variety testing and pilot seed production plots with multiple farmer groups to capture key information and demonstrate a 'bottom up' proof of concept Local Champion, Technical and Promotional Partners, and LIFT work with Ministry of Agriculture, Ministry of Commerce, other departments and officials to emphasize importance and viability of the project |



| Key Issue | Mitigation Measure |
|---|---|
| Difficulties attracting a Local Champion and/or farmer members as shareholders | <ul style="list-style-type: none"> • Establish a bidding process among pre-screened candidates for the privilege of Local Champion shareholding • Utilize field variety testing and pilot seed production plots as promotional opportunities to enlist farmer members; engage NGO's working in selected areas to support the process |
| Market and commercial risks delay profitability beyond LIFT's June2019 timeline for support | <ul style="list-style-type: none"> • Engage other donors to join LIFT in supporting the project, with prior agreement their support will extend beyond June 2019 • Select a Local Champion with strong financial and commercial capabilities • Field variety testing and small-scale pilot seed production of several promising seed crops across multiple locations to quickly identify key focus crops, technologies, and enterprises to focus and speed up business startup and profitability • Develop win-win alliances with other commercial seed companies for seed production, processing, warehousing, distribution, etc to generate revenue, maximize resources and facilities, and create opportunities for the management team to better understand the seed business |
| Agronomic and weather risks | <ul style="list-style-type: none"> • Careful market-based selection of seed varieties, field testing locations, and farmer seed production groups in key irrigated areas • Lack of sufficient volume of foundation/registered seed can be addressed by producing F1 and F2 seed • Ally with reputable suppliers of irrigation equipment, fertilizer, pest control products, and other crop inputs |

III. METHODOLOGY FOR IMPLEMENTATION

Five key phases and numerous important steps to successfully implementing this project are summarized below and in the attached Project Timeline.

1. Prepare a Detailed Business Plan

After the project is approved and key team members are in place, the first role of the Implementing Partner, Technical Partner specialists, and Local Champion will be to prepare a financially viable business strategy and plan for MAFSCO. Ideally, the locally hired MAFSCO General Manager and other key department managers (Admin & Finance, R&D and Product Development (PD), Seed Production, and Sales &



Marketing) should be hired and engaged in this process so they have “ownership” in the planning and birth of MAFSCO.

To start the process, the project/business plan team will need to review national policies and laws, project documents, legal and technical documents related to private seed company development, secondary data and reports (including ASEAN and global seed industry success stories and best-practices), and other relevant documents to conceptualize and frame the business plan. It will also be critically important for the team to acquire and carefully analyze relevant data from R&D sources, field testing and experimental trials, seed producers, commercial farmers, and seed and commodity traders in order to prioritize the market and production potential of individual seed crops and related services that MAFSCO will focus on.

Based on the above information, the team can then select key operational locations, including the head office, R&D facilities, seed production zones for contract farming, and seed processing and storage facilities.

The outcome of this process should be a detailed business plan that can be approved by LIFT and then executed by the project team.

2. Establish MAFSCO as a Myanmar Seed Company

When key elements of the business plan are clear, the project team must begin the process of establishing MAFSCO as a legally registered company with organization and governance like a majority farmer-owned cooperative, but with the legal structure and operating principles of a private company.

This phase will involve retaining a lawyer to help guide the process, select interim directors and shareholders to initially establish the business, secure draft land lease agreements for key business locations (from the government, shareholders, or others), receive required approvals and other documents from the MOALI, and submitting a business application to the Directorate of Company Administration (<http://www.dica.gov.mm>). It is assumed that the process will also involve submission of an application to the Myanmar Investment Commission in order to receive approvals related the seed industry, as well investment incentives, such as a 5-year tax holiday and other privileges.

As part of this process, the project team will also need to work with LIFT and the company’s lawyer to prepare MAFSCO shareholder agreements, bylaws, operating agreements, policies and procedures, and other key documents for MAFSCO’s establishment, governance, and operations.

In parallel with the company registration process, the project team must locate and enlist farmer shareholders of MAFSCO and begin to hire other key department managers and staff to operate the business.

3. Launch MAFSCO and Execute the Business Plan



Officially launching MAFSCO and executing the business plan will be the most important and time-consuming phase of the project. The roles of the Technical Partner and Local Champion teams will be critically important as they train and mentor MAFSCO managers and staff in all operational aspects of the business. It is likely that many new employees will have limited technical educational backgrounds or professional experience in the seed business, so extensive training programs will be needed to equip these staff with the skills they need to effectively serve in their new positions.

Another important element of this phase will be identifying and significantly increasing the number of farmer shareholders of MAFSCO. It is anticipated that the project teams and MAFSCO staff will jointly focus on this process and integrate it into MAFSCO's contract seed production and seed sales operations, as well as other promotions and "road shows" to promote the benefits of farmers becoming MAFSCO shareholders.

Training of MAFSCO staff and technical extension support to farmer shareholder seed producers will emphasize the introduction of resource-conserving technologies and practices to optimize environmental and economic benefits. This will include new seed varieties that are better suited to increasingly mechanized planting and harvesting operations; low-cost, labor-saving equipment; efficient small-scale irrigation and water management systems; low-input plant nutrition and pest management programs; and soil conservation techniques. The goal will be to help farmers adopt new technologies and processes to improve crop yields and raise farm incomes, but not greatly increasing their investment and production costs.

Another important process during this phase will be for the project team and MAFSCO's Financial and Admin Department to design and implement a database that will provide MAFSCO with an ongoing understanding of its farmer shareholders, customers, and other business partners.

4. Transition Leadership and Hand Over Management to MAFSCO Directors and Executives

As noted above, LIFT's support to MAFSCO is expected to end by June 2019, or prior to that point if the company proves to be an effective, profitable, and fully sustainable, farmer-owned seed company. Ideally, by LIFT's exit date, the leadership and governance of MAFSCO should be transitioned into the hands of a qualified Board of Directors, with day to day management of the business handled by a team of professional executives, managers, and employees.

If the governance and management of the business is not secure by the hand-off date, LIFT may seek additional support from other donors, the Implementing and Technical Partners, the Local Champion, and/or other investors to sustain the business until it is operating smoothly.

5. Provide Ongoing Technical Support

Even when MAFSCO's business operations are secure, it is likely to require ongoing technical support to remain competitive and achieve long term growth objectives. This



follow-on technical support may be managed through follow-on commercial agreements with the Implementing and Technical Partners, support from other donors, or other methods.

IV. EXPERTISE

Implementing Partner (this could be the “Local Champion” (who will be required to invest in MAFSCO))

The primary goal of the Implementing Partner will be to establish, manage, and supervise the governance and overall administration and technical development of MAFSCO as a modern farmer-owned seed business. Key responsibilities in this regard will be to:

1. Lead and guide the project time to prepare a detailed business plan for MAFSCO and officially register it as a farmer-owned business with professional management, training, and other supporting resources provided by other supporting partners.
2. Support licensing and commercialization of existing and new seed varieties from government and international research centers by creating ongoing partnerships between those R&D centers and MAFSCO.
3. Contractually link MAFSCO with smallholder member farmers and other private sector infrastructure, thereby integrating seed production and supply chains, improving market access, and lifting incomes for the farmer members.
4. Help smallholder farmers achieve their potential to “step up” and improve their knowledge and skills related to good agricultural practices, irrigation, improved seed production, and other technical capabilities that will help them become commercially successful seed producers and eventually advance to medium-large scale farmers.
5. Support smallholder farmers and their families to “step out” of farming by providing opportunities for off-farm employment through seasonal and full-time jobs in MAFSCO and other activities it may develop or be associated with.
6. Utilize the Partial Risk Guarantee Fund (PRGF) created by LIFT with Yoma Bank, as well as capital from microfinance providers, commercial banks, and other financing resources, to support the growth of MAFSCO and its farmer shareholders.

Functionally, the Implementing Partner will serve as the primary contact for LIFT on all issues related to project management and implementation. This will involve overseeing project work plans and financial and administrative matters; monitoring and reporting on the project’s progress; and providing counsel to the project’s Technical Partner, Local Champion, and MAFSCO staff.



The selected Implementing Partner must have proven experience and success administering international development projects related to farmer-owned companies, cooperatives, and other private sector businesses. The chosen organization should also be familiar with technical assistance programs designed to equip companies and businesses with the tools and technologies necessary to build and sustain a company established by and for low-income farmers.

LIFT envisions that the proposed Implementing Partner team will include the following positions, but other proposed positions and roles may be considered. Detailed descriptions, responsibilities, and qualifications for these positions are described in the later session. Women and men will be paid equal wages for positions in the Partner team.

1. **Project Director:** employed full time from project start up until LIFT's hand-off date of June 2019. It is important that the Project Director have an appreciation of the different farming roles of men and women in Myanmar, and a commitment to fostering the equal access of women to decision-making roles, professional development and economic benefits under the project. The Project Director serves as the MAFSCO general manager.
2. **Financial and Administration Manager:** employed full time from project start up until LIFT's hand-off date of June 2019.
3. **Financial and Administration Officer:** employed full time from project start up and transitioning to the role of MAFSCO Financial and Administration Manager upon registration of the company.
4. **Human Resources Manager:** employed full time from project start up and transitioning to the role of MAFSCO HR Manager upon registration of the company. The Human Resources Manager will ensure application of equal opportunity recruitment practices, particularly equity in wages and senior appointment of women.

Technical Partners

The primary role of the Technical Partners will be to provide the Implementing Partner and MAFSCO staff with needed technical support and practical seed business experience through all phases of MAFSCO's planning, establishment, startup, and eventual handover to a local leadership and management team who are capable of taking it forward as a modern, self-sustaining, farmer-owned seed business.

As part of its proposal, the Implementing Partner must identify and clearly describe the capabilities and qualifications of its selected Technical Partners who will join the project team. Qualified Technical Partners must be organizations and/or individuals with proven experience and success in starting up and managing private-sector, farmer-owned seed businesses involving diverse seed crops and markets in tropical and sub-tropical zones, preferably in Southeast Asia. Collectively,



the Technical Partners must have solid experience in the key aspects of managing a modern private-sector seed business, including Administration, Finance and Accounting, R&D and Product Development, Seed Production, Seed Processing, Sales & Marketing, and Quality Assurance.

LIFT envisions that the proposed Technical Partner team will include the following positions, but other proposed positions and roles may be considered in the submitted proposals:

1. Lead Technical Partner Coordinator: employed full time from project start up until LIFT's hand-off date of June 2019.
2. Product Development and R&D Specialist: contracted for ongoing short-term technical support, from project start up until LIFT's hand-off date of June 2019.
3. Seed Business and Market Development Specialist: contracted for ongoing short-term technical support, from project start up until LIFT's hand-off date of June 2019.
4. Seed Business Financial and Administrative Specialist: contracted for ongoing short-term technical support, from project start up until LIFT's hand-off date of June 2019.
5. Seed Supply Specialist: contracted for ongoing short-term technical support, from project start up until LIFT's hand-off date of June 2019.
6. Quality Assurance Specialist: a third-country national, contracted for short-term technical support as needed until LIFT's hand-off date of June 2019.

The Technical Coordinator and Specialists will spend a significant portion of their time providing oversight and assistance to project managers and will be in the field mentoring and training MAFSCO staff to ensure the long term success of the business.

Local Champion

The Local Champion will be selected to support LIFT, the Implementing and Technical Partners, and the company management team to establish and guide the project until MAFSCO can sustain itself as a profitable, professionally managed business. It is expected that the Local Champion will be a reputably "clean" Myanmar-owned business that is financially and commercially well-established with capabilities and focus in commercial agriculture.. The Local Champion will be expected to invest in the initial shares of MAFSCO and will be incentivized to support and grow the business over time, with an option to exit the business after specific targets and milestones are achieved. As a founding shareholder and director of MAFSCO, the Local Champion will be expected to help manage issues that arise during implementation and that might not be anticipated in this ToR.



V. MONITORING, EVALUATION, AND REPORTING

The Implementing Partner will have primary responsibility for M&E and reporting functions of the project. However, the Technical Partners and MAFSCO management team and staff will be expected to provide much of the data and other content to support this process.

The IP will follow reporting requirements as per the LIFT Operating Guidelines. Other important deliverables include completion of the five key phases noted in section IV above concerning methodology:

1. **Prepare a detailed business plan for MAFSCO;**
2. Establish MAFSCO as an officially registered Myanmar seed company;
3. Launch MAFSCO and execute the business plan so that MAFSCO is a profitable going concern;
4. Transition leadership from project consultants and hand over management to MAFSCO directors and executives;
5. Ensure that MAFSCO has adequate ongoing technical support to sustain itself after LIFT support ends in June 2019.

VI. Budget/WORK PLAN

LIFT anticipates a total budget not to exceed \$US 6.75 million for this project, of which \$US 2.5 million will be allocated for the project team and \$US 4.25 million will be earmarked for LIFT's initial capital investment and working capital. The expected project work plan and timeline are shown in the attached Excel file.

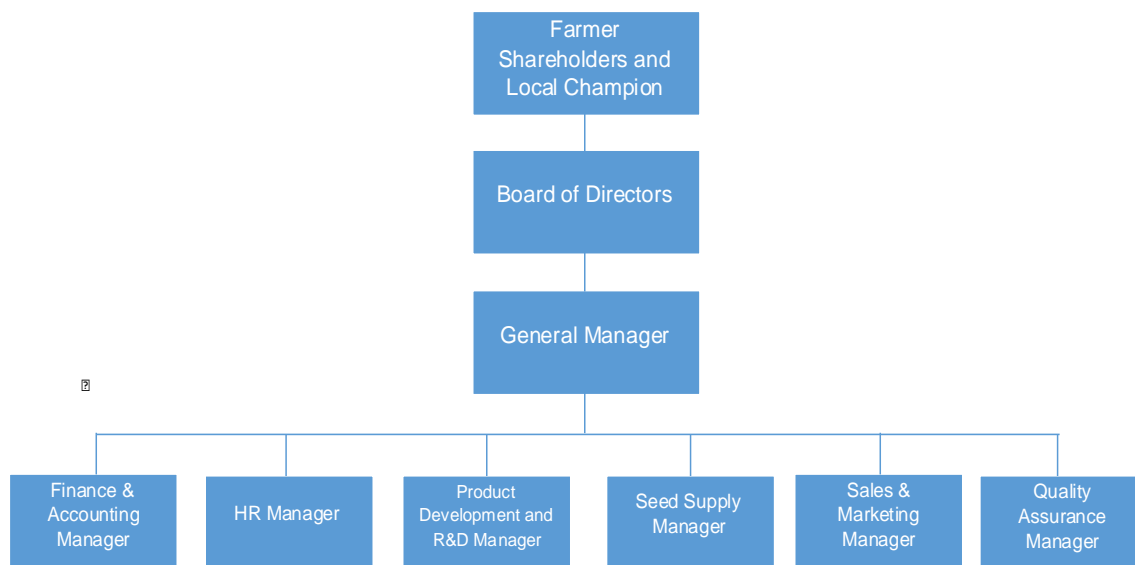
VII. BUSINESS STRUCTURE AND PLAN

The following chart shows MAFSCO's expected business structure, key departments, and executive positions (see draft TOR of key personnel in Annex 1). An example business plan for MAFSCO is shown in the attached Excel worksheets and explanatory notes. The structure and business plan presented here are intended as an example and reference to guide prospective Implementing and Technical Partner teams in preparing their own detailed proposals for submission to LIFT. As noted above, a detailed business plan must be prepared after project startup.



MAFSCO Structure and Positions

To be established by August, 2018



Financial Statements

Balance Sheet: Below is a summary balance sheet from the example business plan, which is attached as an Excel file to this ToR.

| MAFSCO Balance Sheet Summary | | | | | |
|--------------------------------------|--------|--------|--------|--------|--------|
| Kyat (millions) | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| ASSETS | | | | | |
| Current Assets | | | | | |
| Working Capital | 89 | 39 | 11 | 36 | 298 |
| Accounts Receivable | 0 | 0 | 0 | 0 | 0 |
| Inventory | | | | | |
| Total Current Assets | 89 | 39 | 11 | 36 | 298 |
| Non-Current Assets | | | | | |
| Property, Plant, and Equipment | 1,500 | 2,015 | 2,058 | 2,450 | 2,650 |
| Less: Accumulated Depreciation | -135 | -176 | -186 | -212 | -237 |
| Total Non-Current Assets | 1,365 | 1,839 | 1,872 | 2,238 | 2,413 |
| TOTAL ASSETS | 1,455 | 1,877 | 1,884 | 2,274 | 2,711 |
| LIABILITIES | | | | | |
| Current Liabilities | | | | | |
| Operating loans | | | | | |
| Total Current Liabilities | 0 | 0 | 0 | 0 | 0 |
| Non-Current Liabilities | | | | | |
| Loans for processing plant | 0 | 0 | 0 | 0 | 0 |
| Total Non-Current Liabilities | 0 | 0 | 0 | 0 | 0 |
| TOTAL LIABILITIES | 0 | 0 | 0 | 0 | 0 |
| EQUITY | | | | | |
| Capital Investment | 2,000 | 3,015 | 3,508 | 4,050 | 4,250 |



| | | | | | |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Accumulated Net Profit (Loss) | -545 | -1,138 | -1,624 | -1,776 | -1,539 |
| TOTAL EQUITY | 1,455 | 1,877 | 1,884 | 2,274 | 2,711 |
| TOTAL LIABILITIES AND EQUITY | 1,455 | 1,877 | 1,884 | 2,274 | 2,711 |

Notes to Balance Sheet for Example Business Plan:

- Capitalization: This example plan assumes that all startup capital during the first 5 years of operation is provided by LIFT to help defray operating costs and salaries while farmer shareholders are recruited, seed is produced and processed, and income is generated. The project team's actual business plan should also allow for additional capital (or a combination of startup capital and loans) from farmer shareholders, and possibly the Local Champion.
- This example business plan assumes no loans are drawn for the first five years of operation; however, submitted proposals may allow for loans during the startup period.
- MAFSCO may have access to loan funds via financing arrangements that LIFT is supporting through Yoma Bank, as well as other sources of funding.
- By year 5, MAFSCO should be sustainable (i.e., generating sufficient income to cover its operating costs) or should be have sufficient capital and income generation to secure additional commercial operating loans.
- It is assumed that farmer shareholders must be contract seed producers for MAFSCO for at least 2 of every 4 seasons to maintain their shareholding in the company. If they stop for more than 2 consecutive seasons, then they must sell back their shares.
- This example plan assumes that all seed will be sold and revenue collected within each fiscal year. The actual startup business plan for MAFSCO should assume a limited amount of carryover inventory and accounts receivable.
- Other assumptions used for the example business plan are shown in the attached Excel file.

Profit and Loss Statement: Below is a summary Profit & Loss Statement from the example business plan, which is also included in the Excel file attached to this ToR.

| Profit and Loss Summary (million Kyat) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|----------------|---------------|---------------|---------------|---------------|
| Sales (Mung, Pigeon Pea, Sesame, Groundnut) | 625 | 1,332 | 2,839 | 5,451 | 8,039 |
| Commercial Tax 5% | 31 | 67 | 142 | 273 | 402 |
| Total Net Revenue (Kyat) | 594 | 1,265 | 2,697 | 5,178 | 7,637 |
| Total Raw Seed Costs (Kyat) | 370 | 789 | 1,681 | 3,224 | 4,753 |
| Total Other Production Costs | 293 | 397 | 474 | 619 | 703 |
| Total Cost of Sales (Kyat) | 662 | 1,186 | 2,155 | 3,844 | 5,456 |
| Gross Profit (Kyat) | (69) | 79 | 541 | 1,334 | 2,181 |
| GP Percent | -11.61% | 6.27% | 20.08% | 25.77% | 28.56% |
| Total Operation Expenses | 400 | 509 | 690 | 849 | 1,013 |
| Net gain (loss) from operations | (540) | (580) | (468) | (127) | 264 |
| Other Income | | | | | |
| Sales Commissions | 5 | 10 | 25 | 50 | 75 |
| Contract Seed Production | - | - | 5 | 20 | 50 |
| Extraordinary Income from LIFT for Dividends | 1 | 3 | 5 | 9 | - |
| Non-Operation Expenses | | | | | |
| Interest expenses | - | - | - | - | - |
| Provision for bad debt | 6 | 13 | 27 | 52 | 76 |
| Provision for discarded inventory | 6 | 13 | 27 | 52 | 76 |
| Total : | (545) | (593) | (486) | (152) | 237 |
| Net Profit | -545 | -593 | -486 | -152 | 237 |
| Income Tax (25%) (assume 0% first 5 years) | 0 | 0 | 0 | 0 | 0 |
| Net Profit After Tax | (545) | (593) | (486) | (152) | 237 |
| Number of Farmer Shareholders | 250 | 500 | 1,000 | 1,800 | 2,500 |
| Dividends | 1 | 3 | 5 | 9 | 13 |



Notes to Profit and Loss Statement:

Revenue Streams: The example plan assumes that MAFSCO will generate:

- Sales of registered and certified seed of selected crops produced by farmer shareholders. Focus crops for this example include mung beans, pigeon peas, sesame, and groundnut. These and other crops may be chosen for the actual startup plan.
- Sales and distribution of seed for third parties (government, private companies), including possibly rice, corn, sunflower, vegetable, other seeds
- Revenues from contract seed production, processing, and storage for the Ministry of Agriculture and third parties
- Revenues from contract variety testing and other R&D for government agencies and third parties

The example business plan assumes that LIFT will invest \$US 4.25 million in MAFSCO for new seed processing facilities and working capital during years 1 to 2 to support the above activities.

Other assumptions used for the example business plan are shown in the attached Excel file.

Suggested Key Project Staff

Implementing Partner Staff

| | |
|--------------------|--------------------------------|
| Position Title: | Project Director |
| Full Time or STTA: | Full time |
| Employment period: | October 2017 through June 2019 |
| Reports to: | LIFT Program Manager |

Primary responsibilities:

- Lead and manage the project team, including Implementing Partners, Technical Partners, and other staff, until the MAFSCO Board of Directors, General Manager, and management team are ready to assume responsibility, or until June 2019 project end date.
- Serve as the key liaison between LIFT and other counterparts and implementing partners involved with the program.
- Provide overall technical direction to the project, ensuring an integrated vision among different components and actors, and a focus on achieving the results defined in the ToR.
- In a timely manner, identify issues and risks related to project implementation and work with LIFT and the project team to define and make appropriate adjustments

Required skills:

- Master's degree in international development, business, economics, or related field of study, or equivalent work experience



- Ten years or more of progressively responsible experience implementing international development programs with demonstrated successful leadership, management, and coordination skills
- At least five years of management experience, including direct supervision of professional and support staff and teams; previous experience as Project Director is preferred
- At least five years' experience with agricultural value chains and developing and managing alliances with the private sector; prior experience with seed-related projects is preferred
- Familiarity and project experience with gender equality issues
- Excellent communication and writing abilities and superior interpersonal and cross-cultural communication skills;
- Knowledge of UN or other donor administrative and procurement practices;
- Experience working in Myanmar or Southeast Asian countries is preferred

Position Title: **Financial and Administration Manager**
Full Time: Full time
Employment period: October 2017 through June 2019
Reports to: Project Director

Primary responsibilities:

- Work closely with the Project Director to lead procurement, direct administrative and logistical support for project activities, and supervise preparation of financial reports, budgets, and statements in an accurate and timely manner to the Project Director and LIFT
- Support the Project Director in translating technical requirements and administrative needs into procurements that are compliant with project rules and regulations
- Ensure compliance and consistency with project policies, procedures, contracts, and agreements
- Oversee all financial and project accounting and reporting; maintain records and accounts of daily transactions, ensuring accuracy and completeness of files and supporting documents
- Support other project staff as needed in budget preparation and execution of their assignments
- Manage leases and other infrastructure agreements
- Manage information technology requirements to ensure infrastructure needs are met, including properly functioning IT equipment, maintenance, and security
- Ensure outstanding organization and backup of financial and administrative files
- Supervise finance officers and accountants, logistics, and other administrative support staff
- Carry out other tasks as assigned by the Project Director or LIFT as requested

Required skills:



- Bachelor's degree in a relevant field is required, advanced degree preferred
- Minimum 10 years of work experience in financial management and administration of large international development projects and budgets
- Demonstrated knowledge of financial rules, regulations, policies, and procedures concerning project and program compliance and reporting, UNOPS and Myanmar experience is preferred.
- Excellent writing and presentation ability, with demonstrated experience working with project counterparts.
- Proficiency in Microsoft Word, Excel and PowerPoint required

Position Title: **Human Resources Manager**
Full Time: Full time
Employment period: 18 months, October 2017 through March 2019
Reports to: Project Director

Primary responsibilities and deliverables:

- Oversee day-to-day management of all project HR matters
- Ensure efficient and effective recruitment, human resources management, and professional development for all project staff
- Manage and oversee on boarding, benefit administration, compensation, new hire orientation, and other key functions
- Ensure all HR management practices conform to project policies, best practices, rules and regulations, and Myanmar laws
- Recruit a qualified local HR Manager with capabilities to lead this function within MAFSCO for the long term
- Guide and support the HR Manager in hiring other HR staff according to budgets and plans
- Work with the HR Manager and staff to prepare and implement HR strategies and plans; policies and procedures; best practices in recruitment, performance management, and record systems; training programs, and other functions that are fundamental to the long term success of MAFSCO

Required skills:

- Bachelor's degree in a relevant field or equivalent work experience; Master's degree is preferred
- Minimum 10 years of experience with international development organizations or HR in other organizations, preferably in Myanmar or other Southeast Asian countries
- Knowledge of HR systems, contractual and reporting requirements, and other key functions,
- Excellent interpersonal and organizational skills
- Strong computer skills
- Strong English writing and communication skills



Technical Partner Positions

Position Title: **Lead Technical Partner Coordinator**
Full Time: Full time
Employment period: October 2017 through June 2019
Reports to: Project Director

Primary responsibilities:

- Direct and coordinate all activities and consultants of the Technical Partner and ensure smooth communications and operations with the Implementing Partner, MAFSCO directors and staff, farmer shareholders, LIFT, and other stakeholders in the project
- Provide support to the entire project team through all phases of the project, including preparation of MAFSCO's business plan, establishing MAFSCO as a registered seed company, launching MAFSCO and executing the business plan, transitioning leadership and handing of management of the company, and providing ongoing support
- Work with the project team to recruit, hire, and train a qualified General Manager with capabilities to lead and manage MAFSCO for the long term

Required skills:

- Bachelors or Master's degree, or equivalent experience, in business management, human resources, or relevant field
- Minimum 10 years private sector experience successfully managing business operations and coordinating diverse teams and activities in developing country situations
- Proven skills in identifying business constraints and developing workable solutions through a technical team approach
- Excellent communication skills, with demonstrated experience and success working with project or business counterparts
- Proficiency in Microsoft Word, Excel and PowerPoint
- Experience working in Myanmar and other Southeast Asian countries

Position Title: **Product Development and R&D Specialist**
Full Time:
Employment period: October 2017 through June 2019, or longer if required
Reports to: Project Director

Primary responsibilities and deliverables:

- Collaborate with MOALI-DAR, Yezin Agricultural University, and other seed R&D centers to evaluate and select seed varieties for production and sale by MAFSCO, and support the project team and MAFSCO to secure production and distribution rights
- Supervise establishment and proper management of on-farm field trials and research plots of potential seed products in key locations to continually verify market and production opportunities, then support their introduction



- Evaluate potential locations for MAFSCO's R&D Farm and establish this farm as a base of operations for testing and demonstration of new varieties and production technologies
- Support the COP, Financial-Admin Manager, Lead Technical Partner Coordinator, and other team members in preparing a comprehensive business plan for MAFSCO and executing assigned aspects of the plan
- Work closely with the Sales & Marketing Specialist and other team members to review and select crops and varieties for launch based on their market potential
- Recruit a qualified local R&D and PD Manager with capabilities to lead this function within MAFSCO for the long term
- Guide and support the R&D and PD Manager in hiring a team of PD and Seed Production Research staff
- Work with the R&D and PD Manager and staff to prepare and implement R&D and PD strategies and plans; policies and procedures; training programs, and other functions that are fundamental to a successful Product Development and R&D team

Required skills:

- Masters or doctorate degree in a plant science, breeding, agronomy, or related discipline
- Minimum 10 years private sector seed business experience demonstrating successful R&D and product development of field or vegetable crops; experience with pulses and oilseeds is preferred
- Demonstrated knowledge and experience leading and managing R&D and technical teams to identify potential new varieties and profitably bring them to market
- Excellent writing and presentation ability, with demonstrated experience working with project counterparts.
- Proficiency in Microsoft Word, Excel and PowerPoint required
- Experience working in Myanmar, Southeast Asia, or other tropical-subtropical regions is preferred

Position Title: **Seed Business and Market Development Specialist**
Full Time:
Employment period: October 2017 through June 2019
Reports to: Project Director

Primary responsibilities:

- Provide technical and commercial support to the COP and Financial-Admin Manager in preparing a comprehensive business plan for MAFSCO, as identified in the timeline
- Work closely with the R&D and PD Specialist and staff to review and select crops and varieties for business startup; then secure licenses, royalty agreements, and other agreements with seed suppliers of selected germplasm and varieties to ensure freedom to operate for seed production and sales
- Support the project team to prepare plans and leases for MAFSCO facilities and



services (head office, production, seed processing plant, R&D, etc) that will support MAFSCO's application to MIC as a registered seed company

- Support the COP and project team in preparing bylaws, shareholder agreements, and other key legal documents; preparing MAFSCO policies; training board members, officers, and staff
- Conduct market research with key farmers, distributors, and others to target and define market opportunities
- Recruit a qualified local Sales & Marketing Manager with capabilities to lead MAFSCO for the long term
- Guide and support the Sales & Marketing Manager in hiring a team of market promotion and sales staff
- Work with the Sales & Marketing Manager and staff to prepare and implement sales and marketing strategies and plans; policies and procedures; training programs, and other functions that are fundamental to a successful Sales & Marketing team

Required skills:

- Bachelors or master degree, or equivalent experience, in business management, agriculture, or relevant field
- Minimum 10 years private sector seed business management and sales & marketing experience
- Demonstrated knowledge and success in leading and managing seed and/or agricultural input businesses, particularly sales & marketing operations, in developing country situations
- Excellent writing and presentation ability, with demonstrated experience and success working with project or business counterparts.
- Proficiency in Microsoft Word, Excel and PowerPoint required
- Experience working in Myanmar, Southeast Asia, or other tropical-subtropical regions is preferred

Position Title: **Seed Production Specialist**
Full Time:
Employment period: October 2017 through June 2019
Reports to: Project Director

Primary responsibilities:

- Support the project team in preparing a comprehensive business plan for MAFSCO and executing the plan
- Work closely with the R&D and PD Specialist and other team members to review and select crops and varieties for business startup based on their production potential in contract seed production programs with small-scale farmers in the CDZ
- Support the R&D and PD teams in Seed Production Research to identify optimum zones and farmer groups for production of selected seed varieties; coordinate these meetings with MAFSCO management in order to recruit new farmer shareholders
- Recruit a qualified local Seed Production Manager with capabilities to lead



MAFSCO's production team for the long term

- Guide and support the Seed Production Manager in hiring a team of seed production field staff who will work with selected contract farmer groups
- Work with the Seed Production Manager and staff, as well as the QA Specialist and Manager, to prepare implement production plans; policies and procedures; training programs, and other functions that are fundamental to a successful Seed Production team

Required skills:

- Bachelor's degree or higher in agronomy or relevant field
- Minimum 10 years private sector experience in agronomy and contract seed production; experience with pulses and oilseeds is preferred
- Demonstrated knowledge and success in leading and managing seed production teams and contract farming programs in developing country situations
- Excellent writing and presentation ability, with demonstrated experience and success working with project or business counterparts.
- Proficiency in Microsoft Word, Excel and PowerPoint required
- Experience working in Myanmar, Southeast Asia, or other tropical-subtropical regions is preferred

Position Title: **Seed Processing Specialist**

Full Time:

Employment period: January 2018-June 2019

Reports to: Project Director

Primary responsibilities:

- Support the project team in preparing a comprehensive business plan for MAFSCO and executing the plan
- Work closely with the PD-R&D and Seed Production Specialists, and other team members, to review and select crops and varieties for business startup based on their production potential
- Recruit a qualified local Seed Processing Manager with capabilities to lead MAFSCO's processing team for the long term
- Work with the Seed Processing Manager and other project staff to identify the optimum location and technical details for seed processing and warehouse facilities;
- Coordinate with COP, Financial-Admin Manager, and other team members to select an engineering firm to design and construct a new seed processing plant and warehouse
- Guide and support the Seed Production Manager in hiring a team of seed processing staff to manage and operate new processing and warehouse facilities
- Work with the Seed Production and QA teams to prepare and implement processing plans; policies and procedures; training programs, and other functions that are fundamental to a successful Seed Processing team

Required skills:



- Bachelor's degree or higher, or equivalent experience, in agriculture, engineering, or relevant field
- Minimum 10 years private sector experience managing seed processing and warehousing facilities
- Demonstrated knowledge and success in leading and managing seed processing teams in developing country situations
- Excellent writing and presentation ability, with demonstrated experience and success working with project or business counterparts.
- Proficiency in Microsoft Word, Excel and PowerPoint required
- Experience working in Myanmar, Southeast Asia, or other tropical-subtropical regions is preferred

Position Title: **Quality Assurance Specialist**

Full Time:

Employment period: January 2018-June 2019

Reports to: Project Director

Primary responsibilities:

- Support the project team in preparing a comprehensive business plan for MAFSCO and executing the plan
- Recruit a qualified local QA Manager with capabilities to lead MAFSCO's QA team for the long term
- Work with the Seed Processing Manager, other project staff, and the site contractor to identify QA issues related to new seed processing and warehouse facilities;
- Guide and support the QA Manager in hiring and training a team of QA staff in correct QA principles, standards, and procedures through all key aspects of the QA function and the business (lab analysis, parent and commercial seed production, processing, warehousing, shipping & delivery, complaints)
- Work with the QA team to prepare and implement seasonal QA plans; policies and procedures; training programs, and other functions that are fundamental to a successful, company-wide QA function
- Oversee the setup of a central QA lab for seed germination and vigor testing (soil, paper, advanced aging)

Required skills:

- Bachelor's degree or higher, or equivalent experience, in seed science, quality management, or relevant field
- Minimum 10 years private sector experience establishing and managing seed quality assurance programs in laboratory and field settings;
- Demonstrated knowledge and success in leading and managing seed QA teams in developing country situations
- Superior skills in QA management and problem analysis
- Excellent writing and presentation abilities, with demonstrated experience and



- success working with project or business counterparts
- Proficiency in Microsoft Word, Excel and PowerPoint required
- Experience working in Myanmar, Southeast Asia, or other tropical-subtropical regions is preferred

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Annex 2

Format for business structure and plan with timeline and financial statement for MAFSCO to be presented with proposal (Please see Excel file)



Annex 3

Selection criteria to be used by LIFT

A technical evaluation committee (TEC) will review applications in accordance with the selection criteria identified below. LIFT reserves the right to determine the resulting level of funding for the grant awarded under this call for proposals.

Weighted points indicate the relative importance of each technical criterion and sub-criteria, of which 100 points are possible. Applicants should note that these criteria serve to: a) identify the significant issues that applicants should address in their applications; and, b) to set standards against which all applications will be evaluated.

The proposal must define results and benchmarks for monitoring progress in achieving the results. It is important that proposals describe how the company being proposed to be established is to be self-sustaining once LIFT support ends.

If there are ambiguities/unclear explanations, or further need for details, the LIFT evaluation team will seek clarifications with the submitting organization if the proposal otherwise meets the main criteria.

The technical evaluation team (TEC) will evaluate the proposals using the following criteria:

| EVALUATION CRITERIA | DOCUMENTATION PROPOSED: |
|---|-------------------------|
| Proposed Implementing Partner Team/ Member | Max Points: 25 |
| <ul style="list-style-type: none"> Proposed Implementing Team structure and qualification requirements including the following position <ol style="list-style-type: none"> Project Director/CEO Financial and Administration Manager/CFO Financial and Administration Officer Human Resources Manager Proposed Technical Partners and proposed positions Proposed Local Champion/Business Firms | |
| Proposed Detailed 5 Years Business Plan | Max Points: 20 |
| <ul style="list-style-type: none"> Detailed proposed business Plan in align with business goals, objectives, and outcomes including key targets of MAFSCO | |
| Proposed Methodology, Approach ad Implementation Plan | Max Points: 45 |



| | |
|---|---------------|
| <ul style="list-style-type: none"> Proposed methodology, approach and implementation plan including the following five key phases and steps to successfully implementing the project <ol style="list-style-type: none"> Preparing/Developing of the detailed Business Plan Ways to establish MAFSCO as a Myanmar Seed Company Launching of MAFSCO and Executing Business Plan Transition Leadership and Hand Over Management to MAFS CO Directors and Executives Providing of ongoing Technical Support Capital Structure The proposal clearly shows commitment to establish MAFSCO as a going concern business supporting the Dry Zone farmers with high quality seeds. | |
| Proposed Monitoring, Evaluation, and Reporting | Max Points: 5 |
| <ul style="list-style-type: none"> Project reports are to be submitted monthly, with an annual report summarizing the results of all work phases and key achievements during the previous year by using templates Deliverables (five key phases mentioned in the methodology) | |
| Proposed Work Plan | Max Point: 5 |
| <ul style="list-style-type: none"> Proposed Work plan with budget | |