

**WORKSHOP ON BUSINESS MANAGEMENT OF CUSTOM HIRING OF
 AGRICULTURAL MACHINERY IN THE DRY ZONE OF MYANMAR
 OF THE PROJECT
 ‘AN INTEGRATED RURAL ECONOMIC AND SOCIAL DEVELOPMENT PROGRAMME
 FOR LIVELIHOODS IMPROVEMENT IN THE DRY ZONE OF MYANMAR’**

3-4 May 2016, Mandalay, Myanmar



Funded by



Livelihoods and Food Security Trust Fund



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Disclaimer

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This report has been issued without formal editing

1. Introduction

This report reflects the organization, participants' feedback, lessons learnt and the impact of the *Workshop on Business Management of Custom Hiring of Agricultural Machinery in the Dry Zone of Myanmar* held on 3-4 May 2016 in Mandalay, Myanmar, as CSAM's second technical training under the project titled '*An Integrated Rural Economic and Social Development Programme for Livelihoods Improvement in the Dry Zone of Myanmar*' funded through the Livelihoods and Food Security Trust Fund (LIFT).

The workshop aimed to provide practical instruction and share hands-on experiences on business management of custom hiring of agricultural machinery. To be specific, the workshop sought to achieve the following outputs:

- The processes involved in commercializing custom hiring services and the key considerations in establishing and managing custom hiring services business understood;
- Concepts and theories on business management of custom hiring services delivered and the methodology of developing related business plan acquired;
- Hands-on business management experience from successful custom hiring business operations in Asia and the Pacific region shared;
- The importance of custom hiring of agricultural mechanization in the agricultural production system together with its contribution to climate resilient agriculture understood;
- Status and information on the policies/institutions/processes which support custom hiring of agricultural machines in the Dry Zone of Myanmar shared as well as relevant stakeholders, their activities and results of the intervention;
- Potential participation and/or involvement from different sectors to support entrepreneurs and/or engage in the business operation explored and understood.

31 national participants attended the workshop and 7 of them (23%) were female, including staff from line ministries, staff and programme manager of national & international NGOs and civil society organizations, lead and progressive farmers, representatives of farmers' associations, small entrepreneurs, private sectors and machinery suppliers (see annex 2).

2. Organization of the workshop

a. Inaugural Session

Mr. Myo Naing Aung, Director of DRD, Mandalay Region delivered the inaugural speech, followed by the welcome remarks from Ms. Myo Ma Ma Than, Programme Manager of NAG. Ms. Lian Zhang, Operation Facilitator of CSAM made a short presentation on the project overview and CSAM's thematic area, which facilitated participants with better understanding of the workshop's objectives, expectations, structure, the project context and related information of other project activities.

As an ice breaking activity, the participants were requested to introduce themselves to their group members on the same table, and each of them then introduced one of the group members to all the participants. Besides 31 national participants, 2 ESCAP staff, 2 NAG staff, 2 UNOPS staff, 3 CSAM's consultants and 3 international resource persons also participated in the interactive activity.

b. Case study drafts sharing and consultation

The two case study drafts were presented by CSAM's technical consultants to seek for feedback and to forge consultation.

Ms. May Nwe Soe, CSAM's Myanmar national consultant presented the case study on policies, institutional settings and policy processes which directly or indirectly relate to custom hiring services of agricultural machines in the Dry Zone of Myanmar, including a summary of findings, recommendations and follow-up actions. As the Government of Myanmar had newly restructured the institutional settings, the institutional mapping in the current document would need to be revised to reflect the latest status.

Dr. Peeyush Soni, CSAM's international consultant presented the case study on stakeholder mapping of custom hiring services of agricultural mechanization in the dry zone of Myanmar. As the list of stakeholders identified in the current case study document was focusing solely on the ones that provide the service, the coverage of the case study had been suggested to expand and more details needed to be illustrated to bring extended value to the case study work.

c. A lecture on theories and concepts on custom hiring business management

Dr. Rossana Marie Amongo, Associate Professor & Institute Director of University of the Philippines, provided the lecture as CSAM's technical trainer. The purpose of this session was to present to the entrepreneurs and current agricultural machinery business operators with theories, concepts and methodologies of how to start, calculate and manage a business in custom hiring services. The content included the process of commercializing custom hiring services, the technology opportunities, enabling factors & barriers and the development of the business plan.

The lecture session was followed by group reflection exercises on developing business plans for the custom hiring services. Elements to be discussed in each group included the company name, the project area, the purpose of the business, the marketing plan & strategy, competitor analysis and financial considerations including investment strategy.

Participants were grouped according to their seats. After 30 minutes' discussion, each group was invited to present their group work to the rest of the participants. It was noticeable that despite of the heterogeneous background of the participants, they had all understood the basic concepts and methodologies of developing the business plan very well. Depending on the background of the group members, each group had their unique thoughts and concerns on the operation of such business, which reflected the stakeholders' concern from different dimensions on the current custom hiring business environment in the region. Nevertheless, there were some common points that had been raised, such as the collaboration between such business and government agencies, flexible payment system, encouragement of participation from farmers and knowledge and information sharing mechanism. The table below is a summary of each group's presentation:

GROUP 1						
Company Name	Future Link					
Project Area	Two townships (Amarapura & Pathein Gyi)					
Purpose/Services	Land preparation, cultivation, harvesting , threating, drying					
Marketing Plan	plan	1 st year	2 nd year	3 rd year	4 th year	5 th year
	Amarapura	4,000 ha	8,000 ha	12,000 ha	16,000 ha	20,000 ha
	Pathein gyi	3,600 ha	7,200 ha	10,800 ha	14,400 ha	18,000 ha

Marketing Strategy	Will connect with Department of Agriculture, DRD; Will organize FDA Field trip to Farmer and make Orientation for Farmers; Newspaper, Communication, TV; Mobile phone campaign; Farmer field school; Field day demonstration
Licenses	Bank Statements; Company Licenses; Municipal Taxes; Communal Taxes; Border Tax (Import)/Customs duty
Competitor Analysis	Amarapura (3) ; Pathein Gyi (5)
Management team	Manager; Treasurer; Human Resource Group; Operation Group -CHs; Marketing Group
Finance consideration	Machining – Tractors / Harvesters / combine ; Building; Salaries ; Operational Costs
Investment	Machine- 43.25 M Building- 0.25 M Shed - 5.0 M- 20 M 3.6 M/ Year Total costs – 61.25 M IRR - 46.93 M
GROUP 2	
Company Name	Farmer Development Company Ltd
Project Area	Magway Township
Purpose/Services	Land Preparation
Marketing Plan	To organize the FDA committee to do hiring service in Machine; Will do with Government and other organization
Marketing Strategy	Benefit: Households - 100 / land area- 500 Acres Demonstration of land preparation: Bargain system; Pay later after harvesting; Inviting for more members & Special advantages for them
Licenses	Insurance; Receipts with company logos
Competitor Analysis	Better cropping practices; Pay later after harvesting; Advantages of working as team
Management team	Principal; Accountant, Audit, Cashier
Finance consideration	Machine costs - 5.4 millions in MMK Interest rated (1-Year) – 2.3 Millions Diesel - 1.2 Millions Grand total - 8.9 Millions
Investment	18 Millions , Profit - 5.76 Millions in MMK
GROUP 3	
Company Name	(24x7 Forming) Since 1996.
Project Area	Dry Zone
Purpose/Services	Better access to Hiring Services for farmers
Marketing Plan	In DZ, main source of livelihood depends on agriculture. Labor shortage, climate change or climate uncertainty, In each township, mechanization workshops for repairs Knowledge sharing with farmers
Marketing Strategy	Promoting services through different media channels such as TV, Newspapers etc
Licenses	Get the licenses in government for production
Competitor Analysis	Focusing on good quality; Reduction of Hiring Service; In time services for any machine damages

Management team	Advisor , CEO, In charge, market expansion, sales
Finance consideration	monthly financial statement
Investment	calls for shares
GROUP 4	
Company Name	Nge Thawdar Company (founded in 2014-2015)
Project Area	Dry Zone, Magway , Pwint Phyu Township, 5 townships each in both Mandalay & Yangon
Purpose/Services	Hiring Service- Harvesting- service charge (40,000 MMK per acre)
Marketing Plan	Facebook, TV, Newspapers
Marketing Strategy	Co-working with township DoA, Service agents in each village, in kind service payment with paddy or any products, Purchasing paddy products, Innovation: to initiate Plough service, business license
Licenses	
Competitor Analysis	Unique payment system & collecting products mentioned above
Management team	MD is U Than Htike Aung, Harvesting machines – 3 apart from KUBOTA, no of staff (10) including 7 Operators, secretary (1), technical experts, local stakeholders
Finance consideration	to do business extension as per annual increased income
Investment	Capital – (150- millions MMK) 20 % net annual profit so wanna invite external investment.

d. Field trip to Modern Farm Co. and Good Brothers Co.

The second day started with field trips to the Modern Farm Company and the Good Brothers Company. The purpose of the field trip was to provide to the participants with personal experience in the agricultural mechanization business environment. The two selected companies have very different status and background. The Modern Farm Company is a new start-up that has established for only 5 years. It is a distributor for one single Chinese brand of agricultural machines. Most of the machines are of small scale, with average horsepower at around 50, and the company is solely focusing on machinery selling at the moment. The Good Brother Company is a giant in the machinery and construction sector in the country, having established for more than 20 years. The general manager claimed the company occupied 70-80% of the agricultural sales market countrywide. The company operates agricultural machinery selling (with different brands of different countries), manufacturing/ assembling and custom hiring services in the delta region, with the plan to expand to the dry zone.

The field trip firstly took place at the showroom of the Modern Farm Company, where participants had the chance to look at the machinery options including the implements from the Chinese brand. Then the group went on to have a tour at the machinery manufactory of the Good Brothers Company, and witnessed how some of the machines and implements were manufactured. The last stop was the showroom of the Good Brothers Company, where big scale machines- the Kubota brand was demonstrated.

Participants, particularly farmers showed great interests in understanding the detailed information of the machines, including performance, functionality, durability, suitability and price.

e. Experience sharing from current business operation

Five business representatives operating in the field in Asia were invited to share their current business operation, particularly challenges and lessons learnt. The purpose of this session was to present real life experiences from across Asia, to generate thoughts and to facilitate discussions. Representatives of the Modern Farm Company and the Good Brothers Company were invited to share their local experience, while international resource persons from China, India and the Philippines were invited to share their respective experience in their own countries from different operational models.

- 1) Mr. Yang Yongqing, a representative from Gifore Agricultural Machinery, introduced the company's business model of "Financial Lease for Agricultural Machinery" in China. The purpose of such a business model is to meet the capital demand of end users by providing financial assistance for machinery purchasing. The user would pay rental charges by installment to the financial leasing company, and Gifore Group would take the responsibility of the payment if the user defaults. A real life case was also shared through handouts. The process and importance of risk management was then introduced, followed by some suggestions.

It was generally felt this business model was comparatively new and advanced for the local condition, considering the fact that the country has just started to open up and the financial market still needs to be regulated and developed. However, the presentation of the business case has opened the eyes of participants to different possibilities of developing businesses in agricultural machinery. Some participants from NGOs showed great interests in this possibility.

- 2) The second business operation sharing was from the Modern Farm Company. The content included the company profile, sales & distribution, installment system and tractor models. Although the company is comparatively new, it has rapidly grown since its establishment. The types of machines sold by the company are suitable for small scale family sizes and are very welcomed by the local farmers. However, the Indian resource person had showed concerns on the general quality of the machines and their suitability to the Dry Zone conditions.
- 3) Dr. Vikram Ahuja, Director of Zamindara Farm Solution Pvt. Ltd. shared his experience in operating the custom hiring services business in India. There are two business models in his company: the library model- where the farmers operate the machines by themselves, and the radio taxi model- the company rents the machines together with the driver and fuel. As a family business having established for more than 10 years, he has helped farmers to solve their problems and entrepreneurs to start their own businesses in custom hiring. During the presentation, he had offered free consultation and more detailed assistance in establishing such a business in Myanmar and introduced the training opportunity in his own training facilities to the local entrepreneurs.

He has emphasized the importance of using the established Standard Operation Procedures (SOPs) to avoid unnecessary business investment in experiencing business failure for start-ups. He concluded his presentation by presenting a video demonstration on how custom hiring services does not only help farmers to gain economic benefits, but also help to improve the environment and soil productivity.

The presentation of the Indian resource person generated some very detailed inquiries into the business operation. Nevertheless, concerns on the social and environmental consequences by excessive usage of agricultural machines were also raised and discussed.

- 4) The representative of the Good Brothers Company went on to introduce its company profile, selection of machines, the Hire Purchase System, the microfinance system and the custom hiring services operation in the delta region. As a contrast to the other local business operator- the Modern Farm Company, the Good Brothers Company has a wide range of business operation models and choices of machines. Participants showed great interests in their machines and the individual prices.
- 5) Engr. Miguelito Santander Diestro, General Manager of Zantander trading and Engineering made presentation of his custom hiring business on “land preparation on lowland paddy field” in the Philippines. He demonstrated the choices of machines in his business, the operation, the performance, the working calendar and the cost of the operation together with the cost of the investment. This last presentation was very clear and straightforward. It has presented a live example of a well operated business in this field.

A discussion session was facilitated to wrap up the entire training session. Participants raised a wide range of questions at the session, ranging from requests on recommending machines to the dry zone, to general concerns on the application and development of agricultural mechanization. Some of the participants showed their disappointment at the fact that the workshop didn't provide a list of recommended machines for the dry zone, and some showed the concern that the business cases shared in the last session were not directly applicable to the dry zone, particularly in the highland area. However, there were also positive feedbacks especially from the current business operators both in the public sector and the private sector. They expressed their appreciation in this opportunity of learning from each other and operators across the region. Participants from NGOs had also affirmed the usefulness of the workshop and the potential of integrating such consideration in their projects, i.e. encouraging farmer groups to operate the custom hiring services.

3. Workshop evaluation

A questionnaire was prepared and distributed during the final Q&A session by the end of the workshop (see annex 3). Participants were requested to provide feedback on each session of the workshop, the overall usefulness and the meeting organization. The participants had the option of remaining anonymous. Both open-ended and closed-ended questions were provided. For closed-ended questions, yes-or-no questions and rating scale questions (4-5 scales) were included.

31 responses were collected and analyzed. For the yes-or-no question on the **participants' understanding of workshop content**, 17 respondents (77%) fully understood all workshop content, 9 respondents skipped the question and 5 respondents indicated negatively. 4 of the 5 negative respondents provided further explanation- they had difficulty of understanding the English language and the translation could not always catch up with the speakers.

56% of the respondents felt the meeting had largely or very largely **met their expectation** and 71% of the respondents indicated that the **workshop covered all areas they expected to learn about** (see figure 1&2). These sets of survey results echo with some of the observations during the last Q&A session. Despite of the clear description of the workshop's theme and agenda, some of the participants had additional expectations related to the topic of agricultural machines, which was unfortunately beyond the workshop arrangement (i.e. recommendation of machines, opinions on the no-till farming systems in the dry zone...etc.).

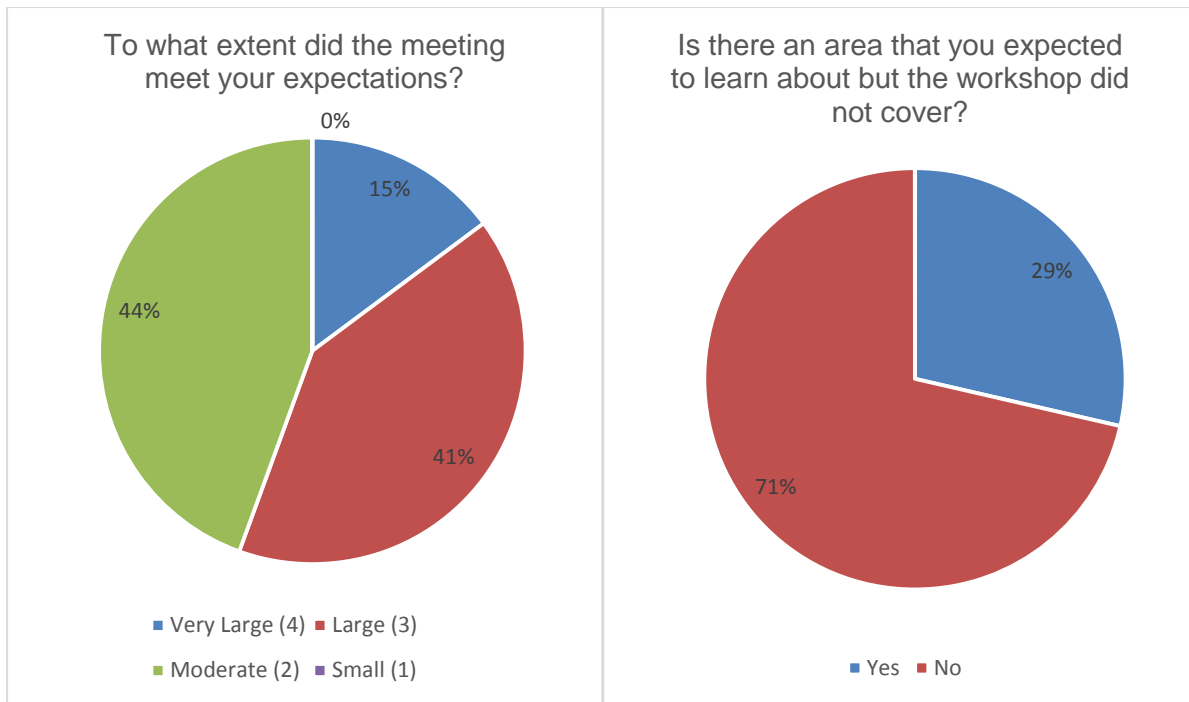


Figure 1

Figure 2

93% of the respondents felt **above half of the knowledge and skills learned from the workshop were useful** for their work, and 78% of the respondents **planned to share the knowledge** with others (see figure 3&4).

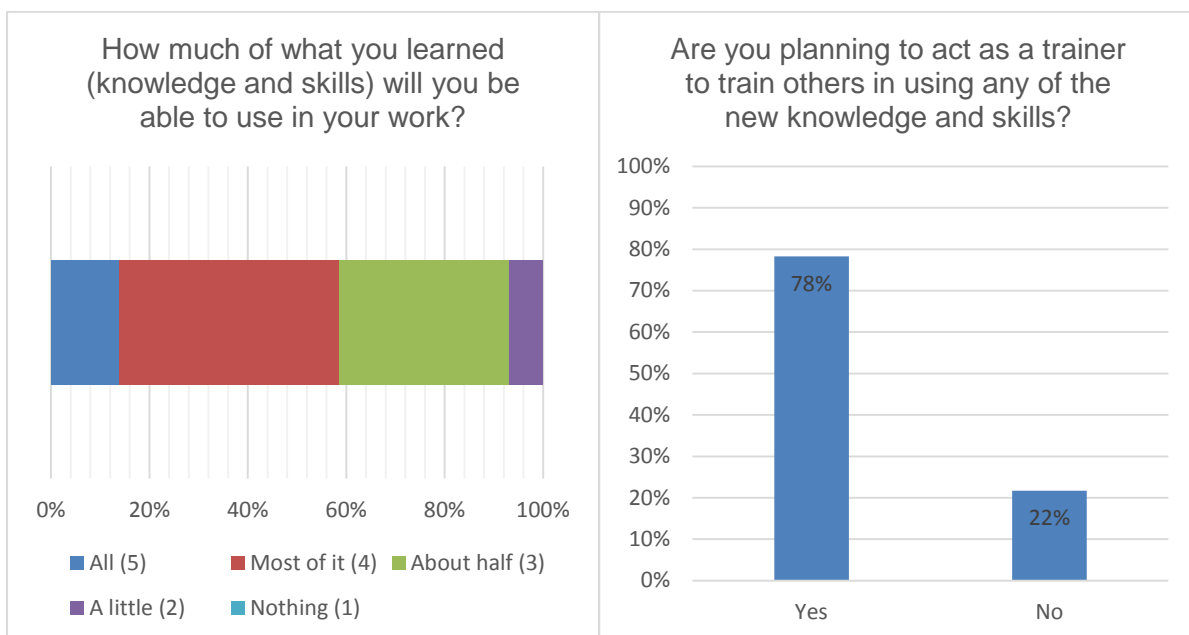


Figure 3

Figure 4

On a 4-scale rating (with 4 being the highest and 1 the lowest) of participants' **knowledge and understanding on each of the 5 sessions**, all the 5 sessions were rated around 3 (see figure 5). "Field trip and discussions" was rated the highest, while "Experience sharing on current business operations" was rated the lowest and "Custom hiring business management: theories and concepts" was rated the second lowest. These rating results correspond with the findings from the survey question on **participants' understanding of workshop content**. As English was the primary language used in both sessions, some of

the national participants could not catch up because of the language barrier. The simultaneous interpretation provided between the Myanmar language and English could not translate everything spoken from the speakers. The heterogeneity of the participants led to different levels of understanding on the lecture content and the related methodologies provided in the session.

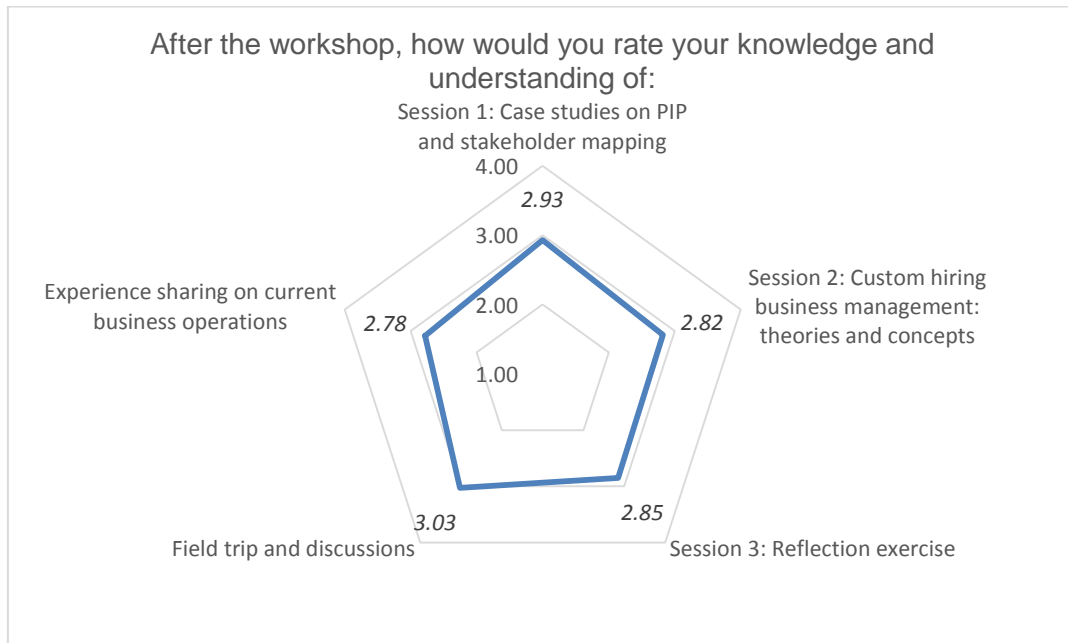


Figure 5

As for the evaluation on the **meeting processes and logistics** on a 4-scale rating system (with 4 being the highest and 1 the lowest), all the items were rated above 3, with “Accommodation” and “Meeting facilities” being the highest, followed by “Administrative assistance during the meeting” and “Pre-meeting communication” (see Figure 6). 4 and 3 respondents rated “Fair” for “Food” and “Facilitation and feedback” respectively.

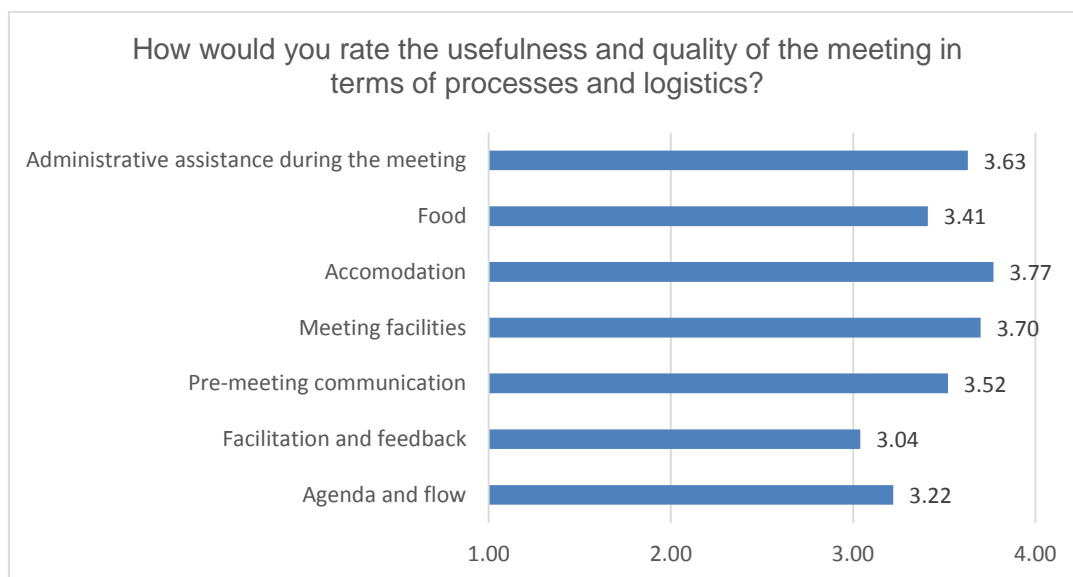


Figure 6

78% of the respondents rated the **meeting overall** from ‘Good’ to ‘Excellent’ and 97% of the respondents felt **the workshop equipped them with the right knowledge to improve**

their work (see figure 7&8). 1 respondent rated “No” on this item, with explanation being “No Plan to make farming machine hiring business”.

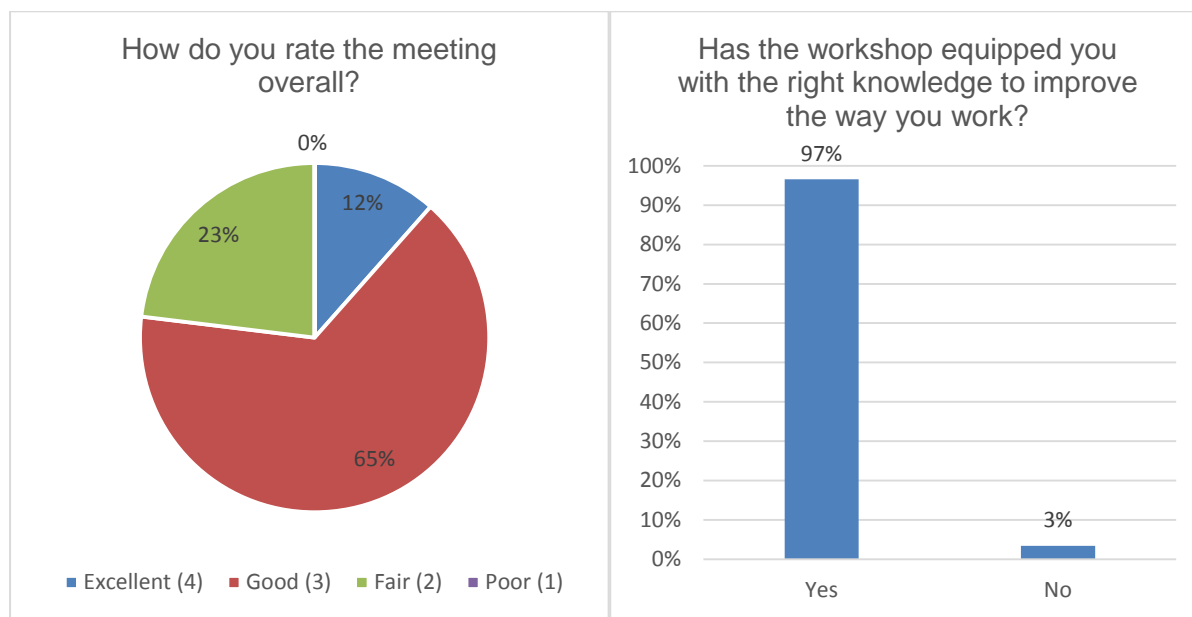


Figure 7

Figure 8

4. Conclusions

In general, the workshop managed to achieve its goals and provided the knowledge in need to improve the participants’ work in the field. The organization was smooth and participants from different background showed great interests in the topic and the workshop itself. The atmosphere of the discussion session was very positive and enthusiastic and some participants expressed their appreciation of being able to learn experience from others, particularly from the international resource persons of the region.

The participants were able to understand better on the project, the LIFT programme, CSAM and ESCAP together with their work and activities. ESCAP staff were able to listen to the opinions and feedback of the local stakeholders on certain issues and understand the culture and custom in the region better. Through the organization and participation of the workshop, various participants were able to establish contact for potential collaborations in and beyond the field of agricultural mechanization.

However, as the workshop evaluation results reflected, in line with the observations and individual feedback received during and after the workshop, the following lessons learned have been discussed and shared amongst the project team members:

1. Although the workshop information was pre-communicated in the background document and the provisional agenda while dispatching the invitations, some of the participants seemed to be not very clear about the arrangement and attended the workshop with expectations beyond the workshop planning. Most of such participants were farmers that had been nominated from the farmers’ associations where the written invitation documents were sent to the Head. To avoid or minimize such miscommunication in the preparation of similar events in the future, it was suggested that NAG to conduct one round of telephone communication on the workshop topics while confirming the participations.
2. This workshop had participants of heterogeneous background, particularly in terms of educational level. The lecture trainer had feedback on the difficulty of developing and

delivering the lecture material to meet the individual understanding level of such a participation group. The survey results also reflected the fact that participants understood the lecture to different degree and percentage. In the organization of similar events in future, it would be better to target participants of similar levels of understanding for each session as different approaches have to be considered for different participant groups.

3. Another comment that was noted by different participants was on “dry zone applicable machines”. As agricultural machines are specific to different farming activities and farming systems, some of the participants were keen to receiving machinery information and knowledge applicable to their own farming systems. This point was not considered enough during the workshop preparation, as the focus was on the business management operation. It was noted that such elements should be well thought out in similar events in future.

**Workshop on Business Management of Custom Hiring of Agricultural Machinery
in the Dry Zone of Myanmar**

Mandalay, Myanmar

3-4 May 2016

Background Note

Introduction

Custom hiring, as well as other modalities and practices of sharing farm machines and implements, is a proven good practice in enabling farmers, particularly small-holders, to benefit from agricultural mechanization. It provides farmers with access to agricultural mechanization so as to reduce drudgery and production cost, improve production performance and increase farm operation efficiency. Besides, custom hiring of agricultural machinery facilitates alternative income opportunities for entrepreneurs.

In the Dry Zone of Myanmar, climate and environmental stress are among the main factors that push farmers to migrate for employment. Hence, the available youth farmers during the peak agricultural seasons are reduced. Together with a couple of other factors such as the lack of financial resources and necessary technical skills, labor scarcity in the region has driven the farmers towards custom hiring of agricultural machinery.

This workshop is one of the capacity building activities under the project titled '*An Integrated Rural Economic and Social Development Programme for Livelihoods Improvement in the Dry Zone of Myanmar*', funded through the **Livelihoods and Food Security Trust Fund** (LIFT), led by the Center for Alleviation of Poverty through Sustainable Agriculture (CAPSA-ESCAP) in partnership with the Asian and Pacific Center for Transfer of Technologies (APCTT), the Center for Sustainable Agricultural Mechanization (CSAM) and the Network Activities Groups (NAG). The Department of Rural Development of the Ministry of Livestock, Fisheries and Rural Development of Myanmar (DRD-MLFRD) has been designated as the focal government agency to collaborate in the implementation of the Project.

The project aims to support integrated socioeconomic development in Myanmar's dry zone in the context of inclusive and sustainable development with special emphasis on livelihoods improvement and food security. To achieve this objective, it seeks to strengthen the capacities of policymakers, especially at the local level, LIFT development partners, and the private sector, to:

- i. Coordinate and share knowledge through the establishment of knowledge sharing and collaboration mechanism(s);
- ii. Formulate policies and advocate for rural development, poverty reduction, livelihoods improvement and food security in the dry zone of Myanmar.

The project covers three thematic areas and is comprised of a wide range of interventions including the establishment of a knowledge resource network, development of case studies, policy papers and policy briefs, as well as organization of workshops and policy dialogues. Given the characteristics of the dry zone and the adverse impact of climate and environmental factors, **climate resilient agriculture** has been identified as the overarching focus for the project deliverables, within which **custom hiring of agricultural machinery** has been recognized as CSAM's approach to develop outputs contributing towards strengthening the climate resilience of agriculture in the Dry Zone.

Workshop description and objectives

The workshop aims to provide practical instruction and share hands-on experiences on business management of custom hiring of agricultural machinery. The status and conditions of custom hiring practices in the dry zone will be shared through the presentation of the case study documents on i) policies/institutions/processes to support custom hiring of agricultural machines in the Dry Zone of Myanmar, and ii) stakeholder mapping of custom hiring of agricultural machines in the Dry Zone of Myanmar. Both theoretical concept on custom hiring business operation and valuable real-life experience will be shared during the workshop.

For more detailed information on the program of the workshop, please refer to the Provisional Agenda, attachment III.

Expected Outputs

The workshop seeks to achieve the following outputs:

- The processes involved in commercializing custom hiring services and the key considerations in establishing and managing custom hiring services business understood;
- Concepts and theories on business management of custom hiring services delivered and the methodology of developing related business plan acquired;
- Hands-on business management experience from successful custom hiring business operations in Asia and the Pacific region shared;
- The importance of custom hiring of agricultural mechanization in the agricultural production system understood together with its contribution to climate resilient agriculture;
- Status and information on the policies/institutions/processes which support custom hiring of agricultural machines in the Dry Zone of Myanmar shared as well as relevant stakeholders, their activities and results of the intervention;
- Potential participation and/or involvement from different sectors to support entrepreneurs and/or engage in the business operation explored and understood.

Organizational Arrangement and Participation

The workshop will be held on 3-4 May 2016 in Mandalay, Myanmar including a half-day's field trip. It will be organized by CSAM, in collaboration with CAPSA, APCTT, NAG and

DRD-MLFRD. Due to limited capacity, 20 national participants will be selected and confirmed of participation upon registration. Registrations from women are encouraged.

Expected participants include staff from line Ministries, staff and programme manager of national & international NGOs and civil society organizations, lead and progressive farmers, representatives of farmers' associations, small entrepreneurs, private sectors and machinery suppliers.

NAG will facilitate logistical arrangements including transportation and local accommodations in line with established rules and regulations for confirmed participants.

Simultaneous translation between English and Myanmar language will be provided during the workshop session. Participants are expected to contribute to the workshop evaluation at the end of the workshop as well as a follow-up evaluation 6-12 months after the workshop.

For further information regarding the workshop, please contact:

Ms. Lian Zhang, Operation Facilitator, Centre for Sustainable Agricultural Mechanization (CSAM), Beijing, P.R. China. Tel: +86 10 8225 3581 /3580 /3578 /3793 ext. 178. Email: zhangl@un-csam.org; Website: www.un-csam.org

For workshop registration and logistical arrangements, please contact:

Ms. Myo Ma Ma Than, Program Officer, Network Activities Groups (NAG), Yangon, Myanmar. Tel: +95 18010751, 0973160419. Email: myomamathan3@gmail.com; Website: www.nagmyanmar.org

PROVISIONAL AGENDA

Day 1: Tuesday, 3 May 2016

Time	Session	Activities	Duration
08:30 – 09:00	Registration	- Registration of participants	15 min
09:00 – 09:40	Inaugural Session	<ul style="list-style-type: none"> - Inaugural speech Mr. Myo Naing Aung, Director, DRD, Mandalay Region - Welcome remarks Ms. Myo Ma Ma Than, NAG - Project Overview & CSAM thematic areas Ms. Lian Zhang, CSAM - Introduction of participants - Discussion/Q&A 	10 min 10 min 10 min 10 min
09:40- 09:50	<i>Group Photo</i>		10 min
09:50- 10:10	<i>Coffee break</i>		20 min
10:10- 10:40	Session 1-1: Case study sharing on policies/institutions/ processes (PIP) to support custom hiring	<ul style="list-style-type: none"> - Presentation on the case study Ms. May New Soe, CSAM consultant Existing policies, findings, evaluations, problems, priority issues and recommendations - Discussion/Q&A 	30 min
10:40- 11:10	Session 1-2: Case study sharing on stakeholder mapping in the area of custom hiring	<ul style="list-style-type: none"> - Presentation on the case study Dr. Peeyush Soni, CSAM consultant Identified stakeholders, their activities and impact, gaps, bottlenecks and recommendations - Discussion/Q&A 	30 min
11:10- 12:00	Session 2-1: Custom hiring business management: theories and concepts	<ul style="list-style-type: none"> - Part 1 Dr. Rossana Marie Amongo, CSAM consultant - Discussion/Q&A 	50 min
12:00- 13:30	<i>Lunch & break</i>		
13:30- 15:30	Session 2-2 : Custom hiring business management: theories and concepts	<ul style="list-style-type: none"> - Part 2 Dr. Rossana Marie Amongo, CSAM consultant - Discussion/Q&A 	120 min
15:30- 15:50	<i>Coffee break</i>		20 min
15:50- 17:00	Session 3: Reflection exercise	<ul style="list-style-type: none"> - Reflection exercise Business model design by each team Considering facts: business start-up VS existing business; location; scale - Presentation of the business model/Q&A 	30 min 40 min

Time	Session	Activities	Duration
		(10 min x 4)	
17:00- 17:15	Session 4: Summary& end of the day	- Summary Dr. Rossana Marie Amongo, CSAM consultant - Discussion/Q&A	15 min

Day 2: Wednesday, 4 May 2016

Time	Session	Activities	Time
08:00-12:00	Field trip	Visit to Modern Farm Co. and Good Brothers	
12:00- 13:30	Lunch	-	
13:30- 14:10	Experience sharing	- Discussion on field trip learnings	40 min
14:10- 14:40	Experience sharing- Current Business Operation 1	- Entrepreneur representative from China Mr. Yang Yongqing, Project Manager of Overseas Dept. of Gifore Agricultural Machinery Chain Co., Ltd. - Discussion/Q&A	30 min
14:40- 15:10	Experience sharing- Current Business Operation 2	- Entrepreneur representative from Myanmar Mr. Kyaw San Win, Manager, Modern Farm Co. Ltd. - Discussion/Q&A	30 min
15:10- 15:30	Coffee break		20 min
15:30- 16:00	Experience sharing- Current Business Operation 3	- Entrepreneur representative from India Dr. Vikam Aditya Ahuja, Director of Zamindara Farm Solutions Pvt.Ltd. - Discussion/Q&A	30 min
16:00- 16:30	Experience sharing- Current Business Operation 4	- Entrepreneur representative from Myanmar Mr. Myo Myint Tun, Deputy General Manager, Good Brothers Company Limited - Discussion/Q&A	30 min
16:30- 17:00	Experience sharing- Current Business Operation 5	- Entrepreneur representative from the Philippines Engr. Miguelito Santander Diestro, General Manager of Zantander trading and Engineering - Discussion/Q&A	30 min
17:00- 17:30	Workshop closing	Wrap up and meeting evaluation	30 min

LIST OF PARTICIPANTS

Economic and Social Commission for Asia and the Pacific (ESCAP) staff:

- (1) Ms. Lian Zhang; Operation Facilitator; Centre for Sustainable Agricultural Mechanization (CSAM), Beijing; P.R.China; Tel: +86 10 8225 3581 /3580 /3578 /3793 ext. 178; Email: zhangl@un-csam.org;
- (2) Mr. Takashi Takahatake; Programme Officer; Centre for Alleviation of Poverty through Sustainable Agriculture (CAPSA), Bogor, Indonesia; Tel: +62 251 8343277; Email: t.takahatake@uncapsa.org;

Network Activities Group (NAG) staff:

- (3) Ms. Myo Ma Ma Than; Programme Manager; NAG; Yangon; Myanmar; Tel: +95 18010751, 09254913560; Email: myomamathan3@gmail.com
- (4) Ms. Khin La Pyaye Win; Knowledge Management and M&E Officer; NAG; Yangon; Myanmar; Tel: 09971402057; Email: lapyaye@gmail.com

United Nations Office for Project Services (UNOPS) staff:

- (5) Mr. Sein Myint; Programme Officer; UNOPS, Focal Officer of the ESCAP project; Yangon, Myanmar; Tel: +95-9-5126857, Email: seinm@unops.org
- (6) Ms. Sandar Aung; Programme Officer; UNOPS, Focal Officer of the ESCAP project; Yangon, Myanmar; Email: SandarA@unops.org

Consultants& International Resource Persons:

- (7) Ms. May Nwe Soe; Technical Coordinator; PACT Myanmar; Yangon; Myanmar; Consultant for CSAM on PIP case study and stakeholder mapping; Tel: +959450064898; Email: maynwesoe1@gmail.com
- (8) Mr. Peeyush Soni; Associate Professor; Asian Institute of Technology (AIT); Bangkok; Thailand; Consultant for CSAM on stakeholder mapping and technical training; Tel: +66 8 9498 2680; Email: soni.ait@gmail.com
- (9) Ms. Rossana Marie Amongo; Associate Professor & Institute Director; University of the Philippines; Los Banos; Manila; Philippines; Consultant for CSAM on technical training; Tel: +639175190658; Email: rcamongo@up.edu.ph, rmc_amongo@yahoo.com
- (10) Mr. Yang Yongqing, Project Manager of Overseas Dept. of Gifore Agricultural Machinery Chain Co., Ltd.; Chengdu, China; Tel: 028-67507569; Email: yangyq@gifore.com
- (11) Mr. Vikam Aditya Ahuja, Director of Zamindara Farm Solutions Pvt.Ltd. India; Tel: 01638-262141; Email: vikram.ahuja@zamindarafarmsolutions.com
- (12) Mr. Miguelito Santander Diestro, General Manager of Zantander trading and Engineering, Philippines; Tel: +639178014555, +639989597857; Email: sanram_machinery@yahoo.com.ph

National Participants:

- (13) Mr. Myo Naing Aung, Director, Department of Rural Development, Mandalay Region, Mandalay, Myanmar, Tel: +95 9250257575.
- (14) Mr. Aung Myo Lwin, Deputy Director, Department of Rural Development Mandalay Region, Mandalay, Myanmar.

- (15) Ms. Hnin Ei Phyo, Deputy Staff Officer, Department of Rural Development Mandalay Region, Mandalay, Myanmar.
- (16) Ms. Tin Zar Oo, Deputy Staff Officer, Department of Rural Development Mandalay Region, Mandalay, Myanmar.
- (17) Ms. Khin Khin Yee, Farmer, Mandalay Farmers' Association, Mandalay, Myanmar; Tel: +95 9254232878
- (18) Mr. Sein Maung, Farmer, Mandalay Farmers' Association, Mandalay, Myanmar; Tel: +95 9797663190, Telephone Number: 09420766388.
- (19) Mr. Hmat Gyi, Farmer, Farmers' Association, Taung Tha Township, Mandalay Region, IRDC, Tel: +95 949300476; +95 979100996.
- (20) Mr. Myint Shwe, Deputy Chairman, Regional Level Farmer Development Association (FDA), Magway Region, Myanmar; Tel: +95 9259925101; +95 9796030539
- (21) Mr. Zaw Htay, Member, Regional Level Farmer Development Association (FDA), Magway Region, Myanmar; Tel: +95 9789382156
- (22) Mr. Han Nyunt, President, Regional Level Farmer Development Association (FDA), Magway Region, Myanmar; Tel: +95 9259195201
- (23) Mr. Phyo Thu, Farmer, Sagaing farmers' Association, Ayartaw Township, Saging Region, Myanmar; Tel: +95 9260830255.
- (24) Mr. Soe Win Aung, Farmer, Sagaing farmers' association, Ayartaw Township, Saging Region, Myanmar; Tel: +95 933768597.
- (25) Mr. Aye Naing, Project Manager, Golden Plain Livelihood Development., Yangon, Myanmar Office Tel: +95 98633970, +95 973095729, Personal: +95 9428138384, Email: admin@gpmyanmar.org, ayenaingpm@gpmyanmar.org
- (26) Mr. Kyaw Lin Oo, Agriculture Specialist, Mennonite Economic Development Association (MEDA); Yangon, Myanmar, Tel: +95 9428143757, +95 9450998692, Email: klinoo@meda.org
- (27) Mr. Tin Ngwe, Drip Irrigation Assistant in SGRIP Dry zone project, Adventist Development and Relief Agency Myanmar (ADRA); Dry zone field project office, Myit Chae village tract, Pakakku Township; Tel: +95 9253527766.
- (28) Mr. Myo Kyaw Thu, Technology Transfer Specialist/Training Advisor, IFDC; Pakokku, Myanmar, Tel: +95 9256152920, Email: mthu@ifdc.org
- (29) Ms. Myint Myint Soe, CESVI, Meiktila, Mandalay Region. Tel: +95 9401584781, Email: apmfsdryzonecesvi@gmail.com
- (30) Mr. Kyaw San Win, Manager, Modern Farm Co. Ltd.; Mandalay, Myanmar, Tel: +95 9-2032276, +95 9974006358, Email: kyawsanwinmfmndy@gmail.com
- (31) Mr. Kyaw Myint Thein, Assistant Resource Officer, Department of Agriculture Resource (DAR) Nay Pyi Taw, Myanmar. Email: Kyawmyintthein1412@gmail.com, Tel: +95 9796440453.
- (32) Ms. Ei Ei Khin; Staff Officer; Agricultural Mechanization Department, Ministry of Agriculture, Livestock and Irrigation; Nay Pyi Taw; Myanmar; Office Tel: +95 67-431246, +95 9-2151342, Fax: +95-67-4131211; Email: eieikhin468@gmail.com; lilichin468@gmail.com
- (33) Mr. Than Htike Aung, Service Provider; Pwint Phyu Township, Magway Region; Myanmar; Tel: +95 9401572431; +95 9976261721, Email: Thanhtikea032@gmail.com.
- (34) Mr. Myint Oo, Director, Department of Agriculture, Mandalay Region, Myanmar. Fax: +95-2-76642, Tel: +95 92000220; Email: umyintoodoamdy@gmail.com.

- (35) Mr. Myo Myint Tun, Deputy General Manager, Operation Department, Good Brothers Company Limited, Mandalay Region, Myanmar. Tel: +95 9782030814, Email: gbsmdyhp@gmail.com.
- (36) Ms. Amey Mya Than Oo, Manager, Tharahpu Soe Myint. Co.Ltd., Mandalay Region, Myanmar
- (37) Mr. Chan Min Zaw, Sale and Marketing, Sale Executive, Tharaphu Soe Myint Co. Ltd. Mandalay Myanmar. Tel: +95 9780499866, Email: tharaphusoemyint.mdy@gmail.com
- (38) Mr. Zaw Tun, Managing Director, Modern Farm Co. Ltd. Mandalay, Myanmar. Tel: +95 9974999888, +95 2012096, +95 270679, Email: zawhtun27@gmail.com.
- (39) Mr. Win Myint Tun, Manager, Modern Farm Co.,Ltd, Mandalay, Myanmar.Tel:+959 2011567.
- (40) Ms. Pa Pa Aung, General Manager, Good Brothers Co.,Ltd, Mandalay, Myanmar.Tel:+959 5310727, Email: gbsmdy4@gmail.com.
- (41) Mr. Min Ko Khant, Farmer, Mandalay Region, Myanmar.Tel: +959 49100476.
- (42) Mr. Than Htike, Space Post Manager, Good Brother Co.,Ltd Mandalay, Myanmar.Tel: +959 402566584. Email: thanhtikeaung.kubota@gmail.com.
- (43) Mr. Htet Wai Myo, Sale Executive, Good Brother Co.,Ltd Mandalay, Myanmar.Tel: +959 258145502.

Annex 3: Evaluation form

1. Name (optional): _____

2. Gender: Male Female

3. Organization Type (tick one):

<input type="checkbox"/>	Government ministry or Department
<input type="checkbox"/>	Non-governmental organization (international)
<input type="checkbox"/>	Non-governmental organization/civil society (local)
<input type="checkbox"/>	University/research institute
<input type="checkbox"/>	International or bilateral organization
<input type="checkbox"/>	Private sector
<input type="checkbox"/>	Other (please specify) _____

4. Is your organization a LIFT Implementing Partner? Yes No

5. In which region of Myanmar do you work? -----

6. Did you fully understand all workshop content? Yes No

If not, please specify what elements you did not understand:

7. After the workshop, how would you rate your knowledge and understanding of:

	Excellent (4)	Good (3)	Average (2)	Weak (1)
Session 1: Case studies on PIP to support custom hiring and stakeholder mapping in the area of custom hiring				
Session 2: Custom hiring business management: theories and concepts				
Session 3: Reflection exercise				
Field trip and discussions				
Experience sharing on current business operations				

8. Has the workshop equipped you with the right knowledge to improve the way you work?
Yes No

If 'not', why not?

9. Is there an area that you expected to learn about but the workshop did not cover?
Yes No

If 'yes', please specify what area:

10. How much of what you learned (knowledge and skills) will you be able to use in your work?

All (5)	Most of it (4)	About half (3)	A little (2)	Nothing (1)

If you answer "A little" or "Nothing", please give the reasons why:

11. If you answer 'All' or 'Most of it' or 'About Half', please list maximum of THREE.

12. a. What are you going to adopt or change in your daily work and long term work plan as a result of this workshop? If nothing, please respond to question 12b.

12. b. If you are not going to adopt or change anything in your daily work and long term work plan as a result of this workshop, please provide a brief reason:

13. Are you planning to act as a trainer to train others in using any of the new knowledge and skills?

Yes No

If 'yes', please specify who (what target group) you are likely to train and what content (knowledge, skills and practices) you will probably include in the training.

If 'not', why not?

14. How would you rate the usefulness and quality of the meeting in terms of processes and logistics?

		Excellent (4)	Good (3)	Fair (2)	Poor (1)
Process	Agenda and flow				
	Facilitation and feedback				
Logistics	Pre-meeting communication				
	Meeting facilities				
	Accommodation				
	Food				
	Administrative assistance during the meeting				

15. To what extent did the meeting meet your expectations? (tick box)

Very large (4)	Large (3)	Moderate (2)	Small (1)

16. How do you rate the meeting overall? (tick box)

Excellent (4)	Good (3)	Fair (2)	Poor (1)

17. What aspects of the meeting could be improved in the future?

18. Do you have additional comments on the overall meeting, on what you liked or disliked?

Thank you for your inputs!