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<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>CBM</td>
<td>Central Bank of Myanmar</td>
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<tr>
<td>CY</td>
<td>Calendar year</td>
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<tr>
<td>DFAT</td>
<td>Department of Foreign Affairs and Trade, Australia</td>
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<td>DFID</td>
<td>Department for International Development</td>
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<tr>
<td>E&amp;S</td>
<td>Environmental and social</td>
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<td>EITI</td>
<td>Extractives Industries Transparency Initiative</td>
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<td>FSDP</td>
<td>Financial Sector Development Project</td>
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<td>FY</td>
<td>Fiscal year</td>
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<tr>
<td>GAP</td>
<td>Good agricultural practice</td>
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<tr>
<td>GDP</td>
<td>Gross domestic product</td>
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<td>GNI</td>
<td>Gross national income</td>
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<td>ICT</td>
<td>Information and communications technology</td>
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<td>IDA</td>
<td>International Development Association</td>
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<td>IFC</td>
<td>International Finance Corporation</td>
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<td>IPNET</td>
<td>Inle Professional Women’s Network</td>
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<td>IPSAS</td>
<td>International Public Sector Accounting Standards</td>
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<td>IRD</td>
<td>Internal Revenue Department</td>
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<td>ITAS</td>
<td>Integrated Tax Administated System</td>
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<td>LTO</td>
<td>Low-Taxpayer Office</td>
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<td>MDTF</td>
<td>Multi-Donor Trust Fund</td>
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<td>MEITI</td>
<td>Myanmar Extractives Industries Transparency Initiative</td>
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<td>MMK</td>
<td>Myanmar kyat</td>
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<td>MoE</td>
<td>Ministry of Education</td>
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<td>MoPFI</td>
<td>Ministry of Planning, Finance and Industry</td>
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<td>PEFA</td>
<td>Public Expenditure and Financial Accountability</td>
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<td>PFM</td>
<td>Public financial management</td>
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<td>PPP</td>
<td>Public–private partnership</td>
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<td>UNDP</td>
<td>United National Development Program</td>
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<td>WBG</td>
<td>World Bank Group</td>
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<td>YBPS</td>
<td>Yangon Building Permit System</td>
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<td>YCDC</td>
<td>Yangon City Development Committee</td>
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</table>
We are pleased to present the 2019 Annual Report of the Myanmar Strategic Partnership Program. This report includes findings from both the Myanmar Partnership Multi-Donor Trust Fund and the Myanmar European Union Single-Donor Trust Fund.

The Myanmar Strategic Partnership Program is fortunate to have received strong support from His Excellency U Maung Maung Win, Deputy Minister of the Ministry of Planning, Finance and Industry, representing the Government of Myanmar. His participation along with our partners has greatly influenced the direction of the Myanmar Strategic Partnership Program ensuring an efficient delivery of comprehensive and coordinated activities aligned with Myanmar’s strategy.

Significant progress was made in calendar year 2019.

The Myanmar Strategic Partnership Program disbursed more than twice the funding support of any given year. This was primarily based on the disbursement from the Decentralizing Funding to Schools Project that was instrumental in improving the reliability and transparency of the School Grants Program. This project made new grounds this year by expanding overall coverage of the Student Stipends Program into two new townships in Rakhine State. The National Community-Driven Development Project also disbursed over 98 percent of its grant toward enabling 180,000 people in 419 poor rural communities in Kayah State to be able to benefit from improved access to and use of basic infrastructure and services.
Key achievements were made in enhancing economic policy formulation, coordination, and implementation. The enactment of the Tax Administration Procedure Law in June 2019 has helped create the foundation for enhanced revenue management and opening up of the insurance sector to foreign participation. This legislation will bring in much needed expertise to catalyze the economic market and will be ultimately critical in strengthening the economic resilience of the Myanmar people. In addition, the completion of an International Public Sector Accounting Standards Gap Analysis and Transition will help pave the way forward for significant improvement in the quality of financial reporting.

Myanmar was also rated as one of the top 20 reformers in the World Bank’s Doing Business 2020 rankings, with reforms recognized in starting a business, construction permits, registering property, protecting minority investors, and enforcing contracts.

Moving forward, we shall continue the work to improve partner coordination in supporting the Government of Myanmar achieve the goals of the Myanmar Sustainable Development Plan through the new World Bank Group Country Partnership Framework, putting a strong focus on inclusion of all people toward a peaceful and prosperous nation.

MARIAM SHERMAN
Chair of the Myanmar Strategic Partnership Program
Director for Myanmar, Cambodia and Lao PDR
World Bank Group

For more details and in-depth information regarding the Myanmar Partnership Multi-Donor Trust Fund, please visit our web page at:
The Myanmar Strategic Partnership Program is a consolidation of the Myanmar Partnership Multi-Donor Trust Fund and the European Union Single-Donor Trust Fund. The Strategic Partnership Program provides funding for activities that are geared toward helping development partners and the Government of Myanmar get the greatest impact from resources designated to support development in this country.

The Myanmar Strategic Partnership Program has continued to deliver results across three windows by prioritizing impact on the most vulnerable. In the Social Development and Inclusion Window the emphasis is on increasing social capital and inclusion through participatory local development and service provision. The Institutional Strengthening Window focuses on improving institutional capacity for effective, efficient, and transparent management of public revenue and expenditure as well as enhancing policy formulation and implementation that will impact all the people of Myanmar. And finally, the Private Sector Window works to reform government-to-business services and helps to promote inclusive growth. The emphasis on inclusivity and gender equality has been the dominant cross-cutting team.

Results have been achieved in all fronts. By working with Myanmar’s Ministry of Education (MoE) to strengthen the potential of the Decentralizing Funding to Schools Project, the Myanmar Strategic Partnership Program has contributed to improved access to quality education throughout Myanmar. Highlights in CY2019 include training of more than 48,600 school heads and education officials on social inclusive consultation and non-discriminatory practices as well as the new feedback and complaints mechanism. Coverage of the Student Stipends Program has expanded to 244,331 students (47% boys and 53% girls) in 57 townships, including 4 in Rakhine State, who are now registered to receive stipends in the State. 47,445 MoE schools (including 601 schools in northern Rakhine) and 1,526 monastic schools across the country have received the School Improvement Fund transfer in two tranches a year.

The Inclusive Access and Quality Education Project (IAQE) aims to improve equitable access to, and quality of, basic education delivered through formal, alternative, and complementary institutions and providers. In addition, the IAQE seeks to strengthen institutional capacity and public financial management (PFM) systems in the education sector and improve implementation, accountability, and efficiency. The Myanmar Strategic Partnership Program has completed preparation of a PFM assessment and debottlenecking analysis and provided support to the finalization of a first-ever MoE PFM Roadmap.

In Kayah State, the National Community-Driven Development Project has brought tremendous improvement in increased access to and use of basic infrastructure through a people-centered approach, equal gender representation, and high-quality technical infrastructure investments. The National Community-Driven Development Project is active in all townships in Kayah State, benefiting approximately 180,000 people across 419 villages, with 66 percent of households participating in village meetings.

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1 Two new townships, Minpya and Pauktaw, were selected in December 2019
2 Basic education services cover kindergarten, primary, middle, and high school
Key achievements are found in a wide array of sectors, showing evidence of strengthened core government functions in transparency, accountability, and effectiveness in management of public revenue and expenditure; and enhanced policy formulation and implementation. Government coordination was strengthened with introduction of inter-departmental working groups to advance key policies on expenditure management, revenue forecasting and monitoring, as well as financing and risk management. Regular macro-economic monitoring and macro-fiscal technical assistance helped to inform policy and maintain sustainable fiscal deficit and central banking financing targets. Important foundations for improving tax administration and PFM have been laid, with support for the approved Tax Administration Law; the Procurement Code, which is before parliament; and the ongoing preparation of a PFM law. In addition, support for establishing a PFM Academy will help enhance institutional capacity.

In the private sector, improved transparency, predictability, and efficiency of government-to-business services have led to US$17.2 million worth of total cost savings over the life of the Myanmar Strategic Partnership Program. In 2019, the Government of Myanmar agreed to improve trade facilitation by adopting the blueprint for Myanmar National Single Window. This reform will reduce regulatory burdens for traders when completing import, export, and transit-related procedures. Myanmar was ranked as one of the top 20 reformers in the World Bank’s Doing Business 2020 rankings, registering progress in construction permits, starting a business, property registration, contract enforcement, and investor protection. Calendar year 2019 also saw the adoption of some 38 business reforms in legal, regulatory, and procedures.

As a cross-cutting theme across the Myanmar Strategic Partnership Program, gender has seen a deepening engagement through actions such as promoting equitable access to services. One step in this direction was in the development of the note, “The Cost of Not Investing in Girls – Child Marriage, Early Childbearing, Low Educational Attainment for Girls – and Their Impacts in Myanmar”. The Program has also contributed to ensuring focus on gender in the Systematic Country Diagnostics and in the Country Partnership Framework.

Calendar year 2019 was notable in that it had the second highest amount pledged (US$27 million) and the largest disbursements (US$33 million) in any given year. As of December 2019, approximately US$178 million had been pledged by the partners, US$153 million had been received, and US$90 million had been disbursed.
As a response to the complexity of issues impacting Myanmar, where almost one-third of the country is conflict-affected and other parts of the country are experiencing or prone to humanitarian crises, the World Bank Group (WBG) in collaboration with the Myanmar Strategic Partners has increased its focus on social inclusion in conflict-affected areas, including Rakhine State.

Myanmar’s poverty declined from 48 percent in 2005 to 42 percent in 2010 and 32 percent in 2015; and despite ongoing global slowdown and domestic uncertainties, Myanmar’s economy continues to show resilience, growing at 6.3 percent in FY2018-19, marginally higher than 6.2 percent in FY2017-18, helped by growing investment in the transport and telecommunications sector and planned infrastructure spending by the government. Myanmar remains a lower-middle-income economy with a GNI per capita of US$1,310 in FY2018.

With a focus on the social and economic well-being of Myanmar, the Myanmar Strategic Partnership Program consolidates trust funds with similar objectives. It currently consists of two main trust funds: (1) the Myanmar Partnership Multi-Donor Trust Fund, established in 2014 to support Myanmar’s National Development Plan and enhance cooperation between the World Bank Group and donors; and (2) the Myanmar European Union Single-Donor Trust Fund, established in April 2019 to support the Myanmar Sustainable Development Plan in focal areas of the European Union and the World Bank Group.
The Myanmar Strategic Partnership comprises five partners: Australian Government Department of Foreign Affairs and Trade (DFAT), United Kingdom Department for International Development (DFID), Kingdom of Denmark, Republic of Finland, and European Union, the Government of Myanmar represented by the Ministry of Planning, Finance and Industry (MoPFI), and the World Bank Group consisting of the International Finance Corporation (IFC) and the World Bank.

There are three windows in the Myanmar Strategic Partnership Program: **Social Development and Inclusion**, **Institutional Strengthening**, and **Private Sector Development**.

The **Social Development and Inclusion** Window increases social capital and inclusion through participatory local development and service provision. Under this window, the Decentralizing Funding to Schools Project improves and expands Myanmar's School Grants Program and Student Stipends Program while developing transparent and participatory processes and guidelines for implementation and fund allocation. The Inclusive Access to Quality Education Project focuses on improving PFM systems in the education sector. The other active project in this window, the National Community-Driven Development Project, increases access to and use of basic infrastructure and services through a people-centered approach, now actively being implemented in Kayah State.

The **Institutional Strengthening Window** focuses on improving institutional capacity for (1) effective, efficient, and transparent management of public revenue and expenditure; and (2) enhanced policy formulation and implementation. Several key activities have been introduced to achieve this outcome:

- Modernization of Public Finance Management Project improves the efficiency of public service delivery through a more strategic planning and budgeting process that directs resources to the highest priority areas and through a more credible budget management system that delivers resources as intended.
- Extractive Industries Transparency Initiative increases transparency and accountability in Myanmar’s management of extractive industry data.
- Financial Sector Development Program supports the enabling conditions for access to finance and a series of other activities.
- Public Administration Performance supports the transition to transparent, accountable, and higher-performing public institutions in Myanmar by testing and scaling up ICT-based solutions; modernizes the policies and systems through which the government is managing its human resources; and provides policy advice to enhance the institutional capacity of the Ministry of Planning, Finance and Industry. This is intended to help the Ministry to manage subnational transfers, as well as to support the governments of Shan State, Yangon, and Mandalay regions and cities to manage revenues and expenditures.
- Core Public Sector Accounting Reform supports improved accountability and transparency of financial reporting in Myanmar.

The **Private Sector Window** works to reform government-to-business services, promotes inclusive growth, and addresses the vast infrastructure needs in Myanmar. Current activities are geared toward bringing tangible results in business regulation, investment policy framework, corporate governance, economic integration, and trade policy; and to support linkages in key value chains in tourism, agribusiness, and renewable energy.

As a cross-cutting agenda, Gender has been mainstreamed into the World Bank Corporate Strategy with an aim to close gaps in human endowments (for example, education), remove constraints for more and better jobs, remove barriers to ownership and control of assets, and enhance women's agency and voice. The Myanmar Country Gender Action Plan is based on frameworks dedicated toward promoting gender equality that are actionable, measurable, and responsive to specific gender challenges in Myanmar.
Each of the partners have specified priority areas. The DFAT priority includes the Decentralizing Funding to Schools Project under the Social Development and Inclusion Window, activities under the Institutional Strengthening Window (excluding the Financial Sector Development) and all activities in the Private Sector Window. The DFID priorities includes the National Community-Driven Development Project under the Social Development and Inclusion Window, the Institutional Strengthening Window, and the Private Sector Window. Denmark’s priorities include the Decentralizing Funding to Schools Project under the Social Development and Inclusion Window, the Modernization of PFM Project, and the Public Administration Performance activities under the Institutional Strengthening Window. Finland supports the Decentralizing Funding to Schools Project under the Social Development and Inclusion Window. The European Union finances the Inclusive Access and Quality Education under the Social Development and Inclusion Window as well as the Macroeconomic and Fiscal Technical Assistance and the Core Public Sector Accounting Reform under the Institutional Strengthening Window.
KEY RESULTS AT A GLANCE

SOCIAL DEVELOPMENT AND INCLUSION

Improving reliability and transparency of school grants

47,445 schools across all 330 townships receive School Improvement Fund regularly and as scheduled

Expanding coverage of Stipends Program

244,331 poor and vulnerable students in 57 townships receive stipends worth US$ 16 million

2 new townships (Minpya and Pauktaw) in Rakhine State selected for stipend expansion, providing universal coverage to all students from Grade 6 to Grade 9

Improving the capacity to implement programs

More than 48,000 head teachers and education officials receive training in social inclusive consultation and non-discriminatory practices, new feedback and complaints mechanism

20,000 schools participated in mentoring activities

100% complete Financial Debottlenecking and Public Financial Management Roadmap

66% of households in Kayah State participate in Village Development Planning confirmation meetings

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3 Endorsed by the Rakhine State Government
4 Not to create social tension from mixed communities
INSTITUTIONAL STRENGTHENING

- Increasing revenue from completed self-assessment: 4.08%
- Maintaining prudent macro-fiscal position:
  - More than 2.7% of GDP maintaining fiscal deficit-to-GDP
  - 12.6% being directly financed by the Central Bank of Myanmar
- Strengthening budget credibility:
  - with further improvements in the composition of expenditure out-turn compared to original approved
- Increasing ratio of taxes collected from Large Taxpayers to GDP: +14.3%
- Establishing baseline to inform more equitable budgeting
- 5 out of 8 of Institutional Strengthening Window projects incorporate a gender dimension

PRIVATE SECTOR DEVELOPMENT

- US$17.2 million in compliance cost savings
- US$50 million in financing made easier for facilitation
- 15 business reforms in legal, regulatory, and procedural win legislative adoption
- 4 capacity-building interventions improving business performance
- 7 projects addressing gender challenges

5 Relative to baseline with year target
6 Compared to original approved
7 Savings accruing to the private sector as a result of reforms such as simplification of procedures, a reduction in the time spent dealing with certain procedures, or a reduction in the actual fees or charges associated with a procedure
8 Interventions focused on Tourism and Agriculture (incl Food Safety), as well as E&S and Corporate Governance; Lighting Myanmar, and the diagnostic research being undertaken in the Trade Component
FINANCIAL OVERVIEW (as of December 31, 2019)

PUBLISHED REPORTS

- Implementing Corporate Governance Practices - A Resource Guide for Microfinance Institutions in Myanmar
- Policy Note on Developing Strategy for the Implementation of Public Procurement Law
- Myanmar Corporate Governance Scorecard 2018: A Report on the Assessment of Myanmar Companies
- Myanmar Distributed Generation Scoping Study
- Myanmar Country Environmental Analysis
- Environmental Impact Assessment Systems Diagnostic
- Poverty Report
- Multidimensional Disadvantage Index
- Public Expenditure Report
- Myanmar Economic Monitor (biannual)
- 4th MEITI Reconciliation Report
- MEITI Forestry Report
SOCIAL DEVELOPMENT AND INCLUSION
The **Social Development and Inclusion Window** continues to promote social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions more accessible and accountable to citizens. This window has three active projects: Decentralizing Funding to Schools, Inclusive Access and Quality Education, and National Community-Driven Development Project.

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<thead>
<tr>
<th>ACTIVITY</th>
<th>IMPLEMENTING AGENCY</th>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td>Decentralizing Funding to Schools Project</td>
<td>Ministry of Education</td>
<td>Improve inclusiveness of school funding management and enhance support to teachers’ professional development while increasing transition rates of poor and at-risk students</td>
</tr>
<tr>
<td>Inclusive Access and Quality Education</td>
<td>Ministry of Education</td>
<td>Improve equitable access to, and quality of, basic education delivered through formal, alternative, and complementary institutions and providers. In addition, the IAQE Project seeks to strengthen institutional capacity and public financial management systems in the education sector and improve implementation, accountability, and efficiency</td>
</tr>
<tr>
<td>National Community-Driven Development Project</td>
<td>Ministry of Agriculture, Livestock and Irrigation</td>
<td>Enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the government’s capacity to respond promptly and effectively to an eligible crisis or emergency</td>
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Decentralizing Funding to Schools Project

The Decentralizing Funding to Schools Project works with the Ministry of Education to help improve and expand Myanmar’s Schools Grants Program and the Students Stipends Program, which were initiatives of the Government of Myanmar and had been implemented prior to inception of the Myanmar Partnership MDTF. The MDTF partners recognized the potential of these programs and worked with the Ministry of Education to strengthen them.

This collaboration took the forms of (a) formalizing the structure, (b) developing transparent and participatory processes and guidelines for implementation and fund allocation, (c) collecting and systematically using administrative data to inform implementation, and (d) expanding the scale and scope through the allocation of more financial resources.

In parallel, the project contributed to putting in place the foundations for defining learning standards in literacy and numeracy for the early grades and measuring the level of children’s mastery. The internationally recognized Early Grade Reading Assessment Tool and Early Grade Math Assessment Tool were adapted to the Myanmar context and language. In addition, the project supports implementation of the New Teacher Mentoring Program, improvement of safeguard processes and instruments, and producing reports on the impact of the Students Stipends Program on education outcomes and early learning assessment. By building on existing programs, the Decentralizing Funding to Schools Project is fully integrated within Ministry of Education operations, resulting in strong government leadership and ownership, and sustainability.

KEY ACHIEVEMENTS

**Improving capacity to implement programs and monitor progress**

More than 48,000 school heads and education officials receive training in

- Social inclusive consultation and non-discriminatory practices
- New feedback and complaint mechanism

**Expanding coverage of Student Stipends Program**

- 244,331 students (47% boys and 53% girls) in 57 townships received stipends with a total value of US$ 16 million (22 billion MMK) over school year 2019-2020

**Improving reliability and transparency of School Grants Program**

- 47,455 MoE schools receive first disbursement of the School Improvement Funds for school year 2019-20, in June 2019 (100% on time). This includes:
  - 601 schools in Northern Rakhine
  - 1,526 monastic schools

**Established a Grievance Redress Mechanism in order to increase efficiency and transparency. Complaints can be received via:**

- Suggestion boxes that are kept at a safe and easily accessible location
- Letter or email to the Ministry of Education
- Letter or email to the State Counsellor
- Telephone hotline

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8 Endorsed by Rakhine State Government
9 Not to create social tension from mixed communities
10
Inclusive Access and Quality Education

The aim of the Inclusive Access and Quality Education is to strengthen institutional capacity and PFM systems in the education sector and improve implementation, accountability, and efficiency.

The support will target the education governance system covering financial management in the Ministry of Education (across departments and from MoE central departments to schools). It articulates the proposed support around four pillars:

1. Institutional Strengthening and Capacity Development
2. Planning and Budgeting
3. Budget Execution and Reporting
4. Internal Control and Oversight

**KEY ACHIEVEMENTS**

- Preparing a PFM assessment and debottlenecking analysis
- Supporting the Ministry of Education in finalizing its first PFM Roadmap
National Community-Driven Development Project

The National Community-Driven Development Project seeks to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach. Implemented by the Department of Rural Development of the Ministry of Agriculture, Livestock, and Irrigation, the project strengthens the capacity of communities to identify and implement priority community investments that are financed through annual block grant transfers from the union government to village tracts within the 63 townships participating in the National Community-Driven Development Project.

All village tracts within each township receive these annual grants, with prioritization of need and decision on use of resources in the hands of the communities. The National Community-Driven Development Project has trained facilitators who respond to and work with communities to analyze local needs and prepare village development plans as well as to provide technical support to communities in subproject design and implementation.

The National Community-Driven Development Project includes a particular focus on bringing women, minorities, and marginalized groups into community decision-making processes, and includes provisions to ensure representation of women in leadership positions and gender equity throughout the implementation process.

The National Community-Driven Development Project, supported by Myanmar Partnership MDTF, extends community block grants to all townships in Kayah State and covers World Bank-executed policy and analytical activities that aid the effectiveness of scaling up and mainstreaming of the Project’s approach. These studies include technical reviews, lessons learned analyses, and pilot activities to test and better understand on-going implementation challenges and opportunities under the Project.

80% of the Project’s subprojects are directly constructed by communities themselves and typically involve small feeder roads, foot-paths and bridges; drinking water systems; rehabilitation of classrooms, health centers, and other community buildings; and small-scale rural electrification.

Photo credit: Kyaw Htut Aung
KEY ACHIEVEMENTS

Increasing access to and use of basic infrastructure through a people-centered approach

National Community-Driven Development Project is active in all townships in Kayah State, serving approximately 180,000 beneficiaries across 419 villages through a total of 1,010 sub-projects

Increasing participation of community members in local development decision-making and the inclusion of women in the management of development resources

66% of households participating in village meetings
53% of female project committee membership
(both above overall national averages)

Improving quality, effectiveness and learning through:

Analysis of experience and work-related lessons learned in conflict-affected contexts
Two studies on opportunities and constraints help in integrating the National Community-Driven Development Project with local development planning and local financing procedures of the Government
An ongoing pilot study continues supporting community-based local economic development
Designing a baseline survey set to help measure project outcomes, including social capital and inclusion results

Results in Kayah State

82% block grant disbursed
7 townships receiving support
419 villages participating
180,000 beneficiaries served

240 improved schools
211 new water systems
279 new community centers
257 new roads
INSTITUTIONAL STRENGTHENING
The Institutional Strengthening Window aims to bolster core government functions; enhance transparency, accountability, and effectiveness in the management of revenue and expenditure; and increase access to high-quality financial services. The Government of Myanmar recognizes that improving the management of public finances will be a long-term commitment that is vital to achieving the country’s broader development objectives.

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<tr>
<td>Modernization of Public Finance Management Project</td>
<td>Ministry of Planning Finance and Industry</td>
<td>Support efficient, accountable and responsive delivery of public services through modernization of public finance management systems and strengthening institutional capacity</td>
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<tr>
<td>Financial Sector Development</td>
<td>World Bank</td>
<td>Expand access to finance by helping to build and strengthen Myanmar’s financial systems through: (a) Modernizing the Central Bank of Myanmar (b) Restructuring state-owned banks, (c) Building microfinance and insurance regulatory and supervisory capacity</td>
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<td>Systems for Local Service Delivery</td>
<td>World Bank</td>
<td>Support the transition to transparent, accountable, and higher-performing public institutions in Myanmar by testing and scaling up ICT-based solutions to address frontline service delivery constraints</td>
</tr>
<tr>
<td>Myanmar Extractive Industries Transparency Initiative (EITI)</td>
<td>Ministry of Planning Finance and Industry</td>
<td>Increase transparency and accountability in Myanmar’s management of extractive industry data, revenue, and impacts; and achieve this objective by supporting implementation of the Myanmar Extractive Industries Transparency Initiative</td>
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<td>ACTIVITY</td>
<td>IMPLEMENTING AGENCY</td>
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| **Subnational Public Expenditure Review**    | World Bank          | Provide policy advice to enhance institutional capacity of the Governments of Shan state, Yangon and Mandalay regions, and Yangon and Mandalay cities to manage revenues and expenditures, by:  
(a) Informing reforms of subnational institutions and architecture of intergovernmental fiscal and administrative relations,  
(b) Providing empirical analysis and advice on the state of subnational public finance policies and systems,  
(c) Strengthening analytical capacity of subnational government agencies and understand patterns of union expenditures in states and regions |
| **Macroeconomic and Fiscal Technical Assistance** | World Bank          | Inform macroeconomic and fiscal policies of the Government of Myanmar by quality and timely macro-fiscal analysis and technical assistance                                                                        |
| **Analysis for Better Public Spending**       | World Bank          | Strengthen the use of evidence in policymaking and oversight in Myanmar                                                                                                                                      |
| **Core Public Sector Accounting Reform**      | World Bank          | Support improved accountability and transparency of financial reporting by the core public sector in Myanmar                                                                                               |
Modernization of Public Finance Management Project

The primary objective of the Modernization of Public Finance Management Project is to foster and support the efficient, accountable, and responsive delivery of public services through the modernization of PFM systems and strengthening institutional capacity. It broadly aims to improve the efficiency of public service delivery through a more strategic planning and budgeting process that directs resources to the highest priority areas, while updating financial rules and regulations, and improving the credibility of the budget management system to deliver resources as intended. The Project activities are embedded within existing government structures and carried out under government leadership and supervision with technical assistance provided by the World Bank Group. The Modernization of PFM Project is being implemented by MoPFI, the Joint Public Accounts Committee, and the Office of the Auditor General. The Project also works to help improve accounting and reporting of budget execution – how public resources are spent – and to strengthen accountability for service delivery. In September 2019, the project was extended to March 31, 2021.

KEY ACHIEVEMENTS

Revenue management

- Enacting Tax Administration Procedure Law
- Increasing Large-tax payer-to- GDP ratio from 1.51% (FY2015- 6) to 3.49% (FY2018-9)
- Servicing 945 large-tax payers and 1,871 medium-tax payers by the Self-Assessment System compared to a target of 250 large-tax payers
- On-time submissions of annual returns by almost 100% of large-tax payers and 98% of medium-tax payers

Budget planning and execution

- Updating medium-term fiscal framework that informs budget ceilings for FY2019-20 budget preparation

Financial reporting

- Rolling-out a financial reporting (treasury) system that benefits 15 agencies
- IPSAS transition plan receives formal adoption by Office of Auditor General and MoPFI

Budget execution processes

- Reducing expenditure out-turn (compared to original approved) of 8.35% at 2018 mini-budget based on the medium-term fiscal framework and issuance of ceilings
- Preparing 17th Draft Procurement Law, which awaits approval of the legislative upper house, Amyotha Hluttaw
- A survey report issued by Treasury, MoPFI establishes a baseline for monitoring published public procurement information in 8 line ministries
Public investment management

- Issuing project appraisal and monitoring guidelines in June 2019 by MoPFI Project Appraisal and Progress Reporting Department
- Drafting PFM Law with support of PFM advisor to strengthen the regulatory framework and introduce robust PFM practices
- Submitting Audit Report for FY2018 to Parliament within 11 months after FY-end

Institutional capacity and capacity development

- Focusing capacity building of Internal Revenue Department staff on reinforcing integrity and limiting anti-corruption
- Developing PFM Academy curriculum and training plan

Analytical and advisory program is providing analytical underpinnings for the PFM Phase 2 project initiation

- Joint PEFA assessment initiated (with Myanmar Government and World Bank) to determine next steps in Government PFM reform and established the PEFA Steering Committee and PEFA Technical Committee to advise and support the assessment process. Completed the PEFA assessment report for publication.
- PFM bottlenecks in health service delivery analytical work receiving due attention jointly by the Governance Global Practice and Health, Nutrition, and Population Global Practice in 5 states and regions to identify practical solutions to address low-budget execution rates in the health sector and to enhance health service delivery. Completed the first draft PFM bottlenecks in health service delivery report.
- Aiming ICT strategy to support MoPFI in strengthening capacity for governing and managing PFM systems and developing a rollout strategy and roadmap for a government financial management information system
- Completing Policy Note on Developing Strategy for the Implementation of Public Procurement Law in Myanmar
- Completing PFM capacity-building assessment to MOPFI (Budget, Planning, Treasury and PAPRD) on multiple dimensions of capacity (organizational, human and physical) through online survey, focus group discussions and field visit to Mon State and Mandalay Region. Completed a report.

Affirming fiscal transparency, key budget, and fiscal documents made publicly accessible and timely on MoPFI website

Making available the budget execution (in-year) report for fourth quarter (July to September) FY2018-19 within three months on MoPFI website

11 www.mopfi.gov.mm
12 www.mopfi.gov.mm
Improvement in Revenue Mobilization of Large Taxpayers

Myanmar has had the absence of a tax-paying culture in the country. Since 2012, the manual tax administration system in Myanmar has suffered from legacy issues and capacity challenges that have impeded effective tax collection. Encumbered by a weak level of bookkeeping as well as a limited availability of data and information, tax settlements more often became a “negotiated” transaction between the officers and the taxpayers. Multiple departments, agencies, and state enterprises were involved in revenue collection, with minimal coordination. As such, the big picture on the status of revenue could not easily be ascertained by decisionmakers. The official assessment system for tax assessments depended entirely on taxpayer accounts and records.

To address these challenges, the World Bank and MDTF donors supported the first phase of the Modernization of Public Finance Management Project, the Government PFM reform program that was introduced in 2014. One of the project components was “Improving Revenue Mobilization...and Strengthening Tax Administration.” This component was designed to be achieved by increasing the number of large- and medium-taxpayers completing self-assessment and modernizing the tax administration information system. This component initially focused on piloting reforms on the largest and highest capacity taxpayers through establishment of a Large Taxpayers Office (LTO). It then moved to the self-assessment system and started managing taxpayer registration, strengthening compliance, managing risk systematically with risk-based auditing, and monitoring and managing arrears.

International tax advisors provided LTO audit teams with hands-on instructions on identifying tax risks, providing sound technical advice (particularly where legislation is unclear or no precedents exist), auditing cross-border transactions, auditing complex transactions, conducting effective interviews, and managing audits effectively. The instruction included all steps of audit case management from preparing an audit case to conducting the audit, coupled with documenting audit findings and the implementation of the Tax Administration Procedure Law.

As a result, capacity and integrity have substantially improved, and corruption has significantly been reduced with respect to large-taxpayers. Almost 100 percent of large-taxpayers submitted their annual returns on time. Taxes collected by LTO in FY2015-16 was 1.105.670 million MMK (US$825 million). These totals have progressively increased to 2.390.434 million MMK (US$1.8 billion) in FY2016-17 and 2.878.057 million MMK (US$2.15 billion) in FY2017-18. Progress made will help the Government to achieve its LTO collection target of 3,508,247 million MMK for FY2019-20.
Lessons Learned from Large ITAS Procurements under Myanmar PFM Project

Under the PFM project, procurement of a Core Banking System for the Myanmar Economic Bank and an Integrated Tax Administered System (ITAS) for the Internal Revenue Department (IRD) of MOPFI through lengthy international bidding processes were unsuccessful.

In the case of procuring the Core Banking System, the recommended bidder did not sign the contract when it was awarded. This delay resulted in the expiration of the other bids. Taking into consideration lessons learned from the original bid, a new procurement process was initiated. The technical and commercial aspects of the bidding document were strengthened in this version.

The ITAS procurement contract was successfully signed; however, there were issues with the implementation. The supplier did not perform despite IRD-provided guidance to improve performance. Terminating the contract was problematic resulting in delays to start a new process.

Based on these two experiences, the Bank Team and client implementing agencies met to take stock of the lessons learned and to determine how to move forward. Some of the key lessons learned include:

- **Technical requirements and specifications must be well analyzed.** Procurement of ITAS by their nature are generally complex with high risks of failure arising from the nature of the market and tendency of purchasers being short changed by suppliers.

- **Technical and functional requirements in the bidding documents must be precise.** The requirements should be clearly specified as mandatory or optional to avoid different interpretation by different bidders, as well as avoid contentions at the bid evaluation and the contract implementation stages.

- **The implementation period to complete all aspects of the contract should be reasonable.** In the case of the ITAS contract, the short implementation schedule of 53 weeks proposed in the bidding document was accepted by two companies, without a good justification to support its program. Unfortunately, none of the bidders raised issues with the unrealistic contract implementation and completion period stated in the bidding document; it was only when they got the contract that they asked for an extension of the delivery period.

- **Client technical experts and procurement specialist should design the technical and commercial requirements demands.** This assigned task is done in order to develop bidding documents that provide a fair and transparent competition among bidders.

- **A bid security in the form of a bank guarantee as part of the bidding requirements for the ITAS procurement is strongly recommended.** This will help ensure awarded bidders do not change their minds and break their commitments.
Enhanced Fiscal Transparency and Accountability

Weak public financial management (PFM) performance has long represented a critical development challenge in Myanmar. Prior to major reforms, which began in 2011, Myanmar’s PFM system was relatively outmoded in comparison with other Southeast Asian countries. This was attributed to Myanmar’s isolation from PFM reform development ongoing in other countries.

Myanmar’s Financial Rules and Regulations had not been updated since 1986. The financial and budget execution reports have been mostly compiled manually, significantly impeding timely receipt and analysis of information and data. There has also been inadequate publication of information on donor-funded projects. The lack of fiscal transparency engendered by these developments adversely affected accountability of government, citizen awareness of fiscal issues, and local participation in decision-making.

Since 2012, partnership principles have been agreed on among development partners and the Government of Myanmar. The development partners have continued to provide technical assistance to improve PFM in Myanmar. Actions taken have largely focused on the following:

1. Improving timeliness of reconciling budget execution reports as well as submission of Audit Report to Parliament;
2. Ensuring that information on procurement opportunities and contract awards (above US$100,000) are publicly available for five Union ministries;
3. Supporting the enactment and publication of new Financial Rules and Regulations;
4. Delivering a core banking system;
5. Introducing Treasury automation;
6. Creating and adopting an International Public Sector Accounting Standards (IPSAS) transition plan; and
7. Improving the capacity of Joint Public Accounts Committee to strengthen Parliamentary oversight.
As a result of these actions, MoPFI updated the Financial Rules and Regulations in 2017 together with PFM reform strategy in 2018. In 2019, many fiscal documents were published on time, including the In-year Budget Report, FY2019-20 Budget Summary Book, Budget Bill, Budget Brief, Budget Speech, Annual Budget Law, Mid-Year Review, Citizen’s Budgets, and Annual Report. The government previously took more than one year to produce financial statements and accompanying audit reports; but at end of FY2018 (April to September), the government reported to the Parliament in just 11 months.

The government is also committed to the Extractive Industry Transparency Initiative with extractives representing around 20 percent of government revenues and with the potential for much more.

As a sign of improvement, both components of the measure on Transparency of Public Finances — Public Access to Fiscal Information and Budget Documentation — were rated “B” on the 2019 PEFA assessment (based on the 2016 PEFA framework). The publication of the fiscal documents has also created an enabling environment for accountability and dialogue in Myanmar, helping to build necessary trust among stakeholders to ensure that policies are being designed and delivered effectively, while considering the interests and concerns of all stakeholders in the PFM reform program.

Fiscal transparency and accountability have also been enhanced through media reporting, televised parliamentary debates, and budget analysis by third parties. Yet, further strides need to be made since Myanmar still lags behind regional peers. Continued support needs to be provided to MoPFI to consolidate gains and enhance public awareness of government budgeting. Also, strengthening parliamentary oversight and the public accounts committee is a medium-term endeavor that requires further support.

Technical assistance and capacity building will continue with the project extension. Insights from IPSAS gap analysis and various advisory services and analytics such as PEFA would also be drawn to inform the next phase of PFM reform involving implementation support to adopt IPSAS as well as further strengthening of external oversight, accountability, and transparency.

Key budget and fiscal documents are publicly and timely accessible on MoPFI website\(^\text{13}\).

\(^\text{13}\) www.mopfi.gov.mm
Improved Expenditure Management: Better Budget Preparation and Execution

The Government of Myanmar faced significant challenges with regards to budget planning and preparation, and (responsive) execution and procurement.

These weakened processes adversely affected expenditure management. A lack in budget credibility and significant gaps in the legal and regulatory framework existed. Budget planning and preparation required appropriate guidelines with respect to ceilings and suitable fiscal frameworks. And the skills to plan, prepare, and execute budgets were equally insufficient.

There were problems across the public investment management system, from project appraisal and selection, budgeting, procurement, and implementation; to monitoring and evaluation. As such, the budget execution rate was low, which is indicative of weak absorptive capacity.

Budgeted expenditure for the Ministry of Health and Sports increased from 0.86 percent of GDP in FY2014/15 to 1.15 percent of GDP in FY2017/18. Yet, actual expenditure by the Ministry declined from 1.0 percent to 0.8 percent of GDP in the same period.¹⁴

In FY2018/19, the execution rate for capital investments was estimated at 55 percent. This means that the delivery of improved public services was limited despite an increase in public investment.

The Modernization of PFM Project has been supporting MoPFi in its effort to address these challenges in an across-the-board fashion — by ensuring more realistic budgeting supported by the medium-term fiscal framework and budget ceilings, strengthening cash reconciliation and management, improving the information base for linking budgets to plans, and increasing the number of departments submitting recurrent and capital budget forms electronically.

While MoPFI has been enhancing capacity for itself and other line ministries, it has also been strengthening the legal, regulatory, and institutional framework for public investment management; and establishing a more stringent vetting process.

The MoPFI has initiated development of a Project Bank to screen and prioritize high-value, critical public investments and construct a public-private partnership pipeline. Project appraisal guidelines and the Project Appraisal and Progress Reporting Department are also being strengthened.

These actions are yielding notable results. The budget preparation process has been strengthened with introduction of medium-term fiscal framework and the issuance of budget ceilings to line ministries. Progress has also been made in building capacity for improved reliability, comprehensiveness, and timely budget execution.

Along with more technical PFM training, over 8,000 officials have been trained in information and communications technology and English literacy. To ensure sustainability of PFM capacity building, the MoPFI training function is being institutionalized through a PFM Academy with establishment of modern facilities and new curricula, and selection of a professional trainer.

The substantially improved budget execution has been responsible for a reduced discrepancy between the estimated budget and actual expenditure. And more specifically, the composition of expenditure out-turn compared to the initially approved budget has decreased from the baseline of 24 percent in April 2014 to 8.35 percent in the FY2018 mini budget.

Procurement reforms have also been progressing with a draft Procurement Bill having been forwarded to the Cabinet for approval. However, its rollout across the administration would require substantial implementation support. In this regard, a study has been undertaken to provide a strategy for implementation in anticipation of the passage of the bill.

Recommendations from the study will be used to guide the next phase of the PFM project. It would concentrate on improving the operational efficiency of public expenditure through procurement, removing the identified PFM bottlenecks in health and education, modernizing payroll and pension systems, and strengthening major Treasury functions as well as the core banking system.
Financial Sector Development

The Financial Sector Development Program aims to expand access to finance in Myanmar. Myanmar’s financial system is one of the least developed in the world. As a result, firms and households overwhelmingly lack access to basic financial services such as credit, savings, insurance, and payments.

Lack of financial access is also a major obstacle for firms — particularly for small and medium-size enterprises that make up approximately 90 percent of Myanmar’s private sector. Without access to a full range of financial services, firms are unable to expand their operations and invest adequately in new technologies.

Against this background, Myanmar’s financial system is undergoing a rapid transformation. The Government of Myanmar is implementing a wide range of reforms to transform a small and closed financial system that only serves a limited number of clients and makes it into an open, modern, and more inclusive financial system. The project is expected to expand access to finance in Myanmar by helping to build and strengthen Myanmar’s financial systems. The program involves an integrated and comprehensive approach that centers around the following three pillars:

(a) Modernizing the Central Bank of Myanmar,
(b) Restructuring state-owned banks,
(c) Building microfinance and insurance regulatory and supervisory capacity

RESULTS

Significant steps have been taken toward modernizing the Central Bank of Myanmar (CBM). Continuous technical assistance and policy advice led to the finalization of the National Payments Strategy, the preparation and publishing of the Request for Bidding for the Real Time Retail Payments System, and the drafting of the merchant-acquiring services guidelines (notification 7/2020).15 The World Bank team supported CBM in drafting their National Payments System Law (to be discussed in Parliament) and is in the process of setting up the Cost of Payments Study in Myanmar at the request of CBM.

The reform of state-owned banks has reached the transition-to-merger stage. The draft business plan for the new single retail commercial bank merger of the Myanmar Economic Bank and Myanmar Agricultural Development Bank was submitted for consideration to the government in late 2019.16

Ongoing technical assistance has focused on upgrading the legal and regulatory framework and supervisory capacity. The World Bank provided multiple rounds of comments on the Insurance Business Law and Related Directives and participated in various consultation meetings. The sector was opened to foreign insurers, marking success on the liberalization of the sector. Additionally, the World Bank engaged in policy dialogues with the Financial Regulatory Department on possible areas of engagement on the microfinance institutions agenda and provided just-in-time advice on liquidity in the microfinance institutions sector.

16 The business has been adopted by NECC in May 2020 and will soon be presented to the Cabinet.
<table>
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<tr>
<th>Goal</th>
<th>WBG</th>
<th>Government of Myanmar</th>
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<tbody>
<tr>
<td>Suitable insurance services for the people of Myanmar</td>
<td>Supported defining a strategy to open up the insurance sector for foreign companies</td>
<td>Adoption of Myanmar Insurance Market Liberalization Roadmap in January 2019</td>
</tr>
<tr>
<td>Encourage banks to offer loans to people who would otherwise not be eligible</td>
<td>Advised the Central Bank of Myanmar to bring the lending rate closer to interest rates that match the risk profile of borrowers</td>
<td>Central Bank of Myanmar issued a policy amendment in January 2019, allowing the interest rate on non-collateralized loans to increase from 13% to 16%</td>
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| Enable smooth, secure, and fast retail payments                       | • Assisted in the drafting of the Oversight Regulation and the National Payment System Strategy  
• Supported in writing the Acquiring Guidelines for Payment Service Providers | Central Bank of Myanmar determined the national strategy and legal framework on payments |
| Restructure the state-owned banks to better serve the population of Myanmar in their financing needs | Delivered first draft of the business plan for retail commercial banks to the National Economic Coordination Committee and the State-owned Bank Reform Committee  
• Workshop to support finalization of the business plan for CBM training center  
• Provided training curricula and strategic plan for the CBM training center (2020-2030) | MOPFI will develop a strategy to restructure state-owned banks |
| Ensure all staff is well-equipped with the required professional and technical skills |                                                                                     | Set up a training center for staff                                                  |
Reforming Myanmar's Insurance Sector

Through technical assistance and ongoing policy dialogue, the Financial Sector Development Project (FSDP) continued to support the liberalization of Myanmar’s underdeveloped insurance market. Recognizing the importance of the industry, FSDP identifies it as key for Myanmar to liberalize and develop further.

The focus of the sector policy dialogue has been on strengthening of legal and policy underpinnings for development of the insurance sector. Subsequently, in January 2019, the Roadmap for Liberalization was adopted. The FSDP continued engagement with counterparts at the Ministry of Planning, Finance and Industry and the Central Bank of Myanmar to draw attention to the sector’s capacity building and technical assistance on the legal and policy front. The Financial Regulatory Department organized a consultation workshop for the drafting of the Insurance Business Law, at which the World Bank participated. Upon agreement with the Financial Regulatory Department and other development partners, the drafting of rules and regulations for the Insurance Business Law was assigned to the World Bank. The Insurance Business Law will be discussed in Parliament in the first quarter of 2020.

The FSDP was further engaged in policy advice on the Regulation on Insurance and Reinsurance Broker as well as to the Bancassurance Directive, Agent Directive, and Product Approval Directive. As means to discuss good practice approaches for sustainable development of the insurance sector and to enhance its capacities, the World Bank organized training on risk-based capital and an actuarial workshop for the Financial Regulatory Department, University of Economics, and other insurance market players.

Continued dialogue with counterparts materialized in concrete action in November 2019 when MoPFI granted licenses to five foreign insurers to set up wholly owned subsidiaries in Myanmar, and six insurance joint ventures of foreign and local firms. The lagging insurance market in Myanmar received a much-needed boost with a renewed impetus from the emergence of foreign companies. It is anticipated that the introduction of foreign expertise will boost market penetration and widen the array of insurance services and products on offer in significant ways.

Taking lessons learned from the results of the insurance sector, steps to further liberalize the financial sector became apparent. In November 2019, the Central Bank of Myanmar announced that it will issue two types of licenses to foreign banks (foreign bank branch license and subsidiary license). The subsidiary license will permit wholesale banking and onshore retail banking activities, from January 1, 2021 onwards.
Systems for Local Service Delivery

This activity supports the transition to transparent, accountable, and higher-performing public institutions in Myanmar by testing and soliciting feedback from providers and users and addressing frontline service delivery constraint.

KEY ACHIEVEMENTS

- **Citizen engagement platform**
  - Improving monitoring of public sector performance in service delivery through the solicitation of feedback from users of selected services
  - Establishing platforms by the Magwe Regional Government, the National Electricity Project, as well as the Anti-Corruption Commission through its Corruption Prevention Units in major ministries

- **Project monitoring**
  - Utilizing mobile phones to collect digital data for improved performance for the Myanmar Inclusive Access and Quality Education Project and Forest Department of the Ministry of Natural Resources and Environmental Conservation

- **Collection and analysis of budget data**
  - Approving and launching web-based platform for budget data submission in Kayah State
Subnational Public Expenditure Review

The objective of the subnational public expenditure review is to provide policy advice to enhance institutional capacity of the governments of Shan state, Yangon and Mandalay regions, and Yangon and Mandalay cities in order to manage revenues and expenditures, by such activity as:

1. Informing reforms of subnational institutions and architecture of intergovernmental fiscal and administrative relations
2. Providing empirical analysis and advice on the state of subnational public finance policies and systems
3. Strengthening analytical capacity of subnational government agencies and
4. Building understanding of patterns of union expenditures in states and regions

The dissemination strategy for the public expenditure review, to be implemented in 2020, will involve the preparation of policy notes that set out key recommendations and targeted engagement with policymakers on these recommendations. This engagement will help to inform the Subnational Governance Project.

KEY ACHIEVEMENTS

- Presenting findings to officials of the Central Budget Department in Nay Pyi Taw, subnational budget departments in Yangon and Shan, Minister of Planning and Finance in Shan, and the Deputy Union Minister
- Starting dissemination events with presentations to Yangon and Mandalay mayors
- Incorporating findings into the medium-term intergovernmental fiscal transfer framework
- Developing condensed policy notes in English and Myanmar on selected topics for policymakers
Promoting Sustainable, Inclusive and Accountable System of Local Governance

The 2008 Constitution established seven new state and regional governments, marking a structural break from several decades of highly centralized governance. These new subnational governments offer a critical platform and pathway to nudge “federalism from below” – promoting a more sustainable, inclusive, and accountable system of local governance, one more appropriate for Myanmar’s considerable social and economic diversity.

However, many of these benefits are yet to be realized because the states and regions are severely constrained in their capacity and practical authority. Almost all service delivery, all major sources of revenue, and the control over the civil service remain centralized in the union government and its line ministries.

While the lack of big constitutional reforms toward the federal state grabs most of the attention, Myanmar’s immediate hopes for meaningful change to improve overall pluralism in governance are likely to sit within the current Constitution itself.

However, international experience shows that there is no one perfect federal/decentralization model. Even in mature federations, reform is a drawn-out process of trial and error rooted in historical experience, current context, and learning from doing. The relationship between entities under a federal union are shaped by the underlying legal framework and also by practice and norms of intergovernmental cooperation. The debate in Myanmar will continue to happen, ideally informed by experience and evidence to chart the next stage of reform.

The public expenditure review contributes to this debate by illustrating that there are considerable opportunities for an ambitious reform of the subnational governance and fiscal architecture. The review argues that while the political debate on the future shape of a federal Myanmar is ongoing, strengthening local governance institutions, within the confines of the current Constitution, should not be put on hold. They can promote a more sustainable, inclusive, and accountable system of governance and fiscal management that is more appropriate for Myanmar’s considerable social and economic heterogeneity.

As shown in the public expenditure review through a series of specific recommendations, central to this is to move beyond a host of historical institutional legacies, including the under-representation of women; centralized human resources controls; weak public investment management that results in poorly targeted capital expenditure; and underperforming subnational revenue handles, which limit the potential fiscal space available to states and regions.

As a result, several recommendations of the public expenditure review have been under consideration by different levels of government. These include adopting a needs-based proxy targeting of subnational expenditure in Shan State and technical recommendations to strengthen the predictability, performance, and equity of intergovernmental transfers.

Reform will likely be cautious, but it is slowly occurring in clear view. Gradually, as states and regions find their feet and strengthen their institutional capacity, they can help usher in a transition to greater peace, prosperity, and citizen engagement in Myanmar. The challenge for policymakers is to grab these opportunities.
Extractives Industries Transparency Initiative

Myanmar’s heavy reliance on natural resource exploitation of petroleum, minerals, gemstones, hydropower, and timber to sustain its economic growth has led to some serious emerging environmental issues. Weak management and lack of transparency in the extractive industries have contributed to poverty, inequality, and conflict.

In December 2012, the Myanmar Government announced its intention to join the Extractive Industries Transparency Initiative (EITI) in the interest of introducing transparency in revenue management and strengthening of natural resource governance.

The EITI is a global coalition of governments, companies, and civil society working together to improve governance and transparency in resource-rich countries through the full publication and verification of company payments and government revenues from oil, gas, and mining activities. Countries implementing EITI work to implement the EITI-set standards to deepen transparency of the sector and bring together stakeholders from government and private and civil society sectors to work together toward strengthening governance of extractive industries.

In Myanmar, in addition to the immediate goal of bringing transparency to extractive industry operations and revenues, EITI is expected to contribute to the national reform process in three ways: (a) it will provide essential data concerning payment streams, ownership structures, and decision-making along the extractive industries value chain from award of contract to sustainable development derived from resource exploitation; (b) EITI-generated data can be a cornerstone for the Modernizing of PFM Project; and (c) EITI supports the development of a vibrant civil society and its participation in the public dialog alongside government and industry stakeholders.

Since Myanmar joined the EITI in 2014, considerable progress has been made. The Myanmar Government’s commitment to the EITI process is now enshrined under Strategy 5.5 in the Myanmar Sustainable Development Plan.
Four of five Myanmar EITI Reconciliation Reports have been submitted on time, covering the years 2014-2017 and disclosing production and payment statistics for the 150 largest private operators. The revenue disclosures reveal that the oil, gas, and mining industry account for 25-40 percent of total public revenue. On the other hand, it is also evident that this share could be even higher if the large amounts of illegally traded jade and gemstones were properly accounted for and taxed by relevant authorities. Myanmar’s EITI achievements were recognized when the EITI Board concluded Myanmar’s EITI Validation of 2018 on October 16, 2019, with an assessment of “meaningful progress” of overall implementation of the EITI Standard. Myanmar has been given until April 16, 2021, to implement 12 corrective actions prior to commencement of the second EITI Validation Process.

The Beneficial Ownership Task Force, the National Coordination Secretariat, and the Directorate of Investment and Company Administration have published Myanmar’s first Beneficial Ownership Report of the actual owners of the extractive companies, meeting the deadline of January 2020. As a result of data published in the MEITI reports on June 2019, Myanmar’s Cabinet issued a directive to abolish the Other Accounts and required all state-owned enterprises to transfer revenues to the Treasury or Internal Revenue Department. Work is also in progress to establish an electronic registry of all license holders in the mining industry with clear demarcation of location as well as terms and duration of the licenses.

**KEY ACHIEVEMENTS**

- Achieving “meaningful progress” for Myanmar on the first EITI Validation Process in October 2019
- Abolishing Other Accounts of state-owned enterprises for better public oversight from the FY2019-2020 and onwards
- Annual publication of government revenue collection from oil, gas and mining activities
- Electronic registration of all holders of mineral licenses in the country
- Launch of the Beneficial Ownership Registry by Directorate of Investment and Company Administration to shed light on the real owners of companies in the extractives sector and moving further to include all sectors (DICA Directive: No. 17/2019)
- Improved transparency on extractive data and knowledge about illegal gem trade through annual reconciliation reports
- Platform for dialogue and debate about extractive sector reforms
Macroeconomic and Fiscal Technical Assistance

The Myanmar Macroeconomic and Fiscal Program supports policy and institutional actions under the Myanmar Government’s economic policy priorities, which are critical to modernizing economic management and building an effective state. These priority actions include macroeconomic stability, which is a precondition to sustainable and inclusive growth. It also includes measures to enhance fiscal resilience, which is critical to creating and sustaining fiscal space for public service delivery and poverty reduction.

Myanmar economic policy priorities include
(a) national reconciliation and unity around a federal and democratic system of government
(b) equitable development across states and regions
(c) creation of economic opportunities for the youth of the nation
(d) sustainable and inclusive growth through innovation and people-centered development.

Two activities under Macroeconomic and Fiscal Technical Assistance are strengthening economic management to anticipate and manage macroeconomic volatilities; and informing critical structural reforms, including state economic enterprises and reforms in public investment.

KEY ACHIEVEMENTS

Reports

“Navigating Risks” with 8,386 downloads of Myanmar Economic Monitor, December 2018

“Building Reform Momentum” with 6,647 downloads of Myanmar Economic Monitor, June 2019

Myanmar Economic Update delivered in February 2019 and August 2019

Macro Poverty Outlook delivered in February 2019 and August 2019

Flash Note on Why Preferential Market Access to European Market is Important for Myanmar

Flash Note on Fiscal Year 2019/20 Budgeting Process

Flash Note on key takeaways from the FY2019/20 approved budget

Flash Note on inflation impacts of the July 1st increase in electricity tariffs

The first Fiscal Policy Statement for FY2019/20 has been published on the MoPFI website

Internal report on quarterly revenue and quarterly expenditure that can help in revenue collection and budget execution tracking and improving efficiency; the process of developing the report contributed to building analytical capacity within the staff in the Internal Revenue and Budget Departments

Policy paper on human resources function for Internal Revenue Department (the key recommendation has been implemented in terms of the human resources function setup in IRD)
**Technical assistance**

- Budget analysis on selected ministries
- Project submission template and project screening tool for the Project Bank team
- Effective and transparent budget execution processes and financial reporting
- Improved medium-term fiscal framework for annual budget ceilings (prepared budget ceiling FY2020-21)
- Technical assistance to the National Economic Coordination Committee on defining and managing contingent liabilities related to subnational borrowing
- Technical assistance on government plans for state economic enterprise transformation by providing proposals for strengthening capacity and institutional structure to conduct such transformation
- Scoping mission and preparation for implementing the transformation of state economic enterprises

**Capacity building**

- Natural resources revenue forecasting
- Macroeconomic linkages
- Productivity analysis
- Data analysis forecasting to the Tax Policy and Research Unit (IRD) and Budget Department
- Financial statements to the National Economic Coordination Committee
Project Bank: Project Screening Tool and Project Proposal Template

The Government of Myanmar created a Project Bank in November 2018 as a means to ensure that government plans for project development and implementation in support of the Myanmar Sustainable Development Plan are executed in a coordinated, predictable, and transparent manner.

The World Bank provided initial support for preliminary screening of projects, by working together with MoPFI and the Myanmar Development Institute to develop a project screening tool and project proposal and scoring template.

The team also supported more than 100 line-ministry departments in how to use the tool and with making subsequent changes based on line ministry feedback. However, to align with the annual budget cycle, the authorities introduced a fast-tracked process that combined screening with prioritization processes to identify investments for the Project Bank in FY2019/20. The results have been somewhat bias toward capital infrastructure projects.

In preparation for FY2020/21, the World Bank team worked with the Project Bank team during July to December 2019 to continue improving the project screening tool and project proposal and scoring template. The revised version has separated screening from prioritization processes.

The revised tool has been tested and disseminated to state and regional governments. The revised screening tool and project proposal template have been well received by the decision-makers. The results of the screening projects have been published on the Project Bank’s web portal 17.

17 https://projectbank.gov.mm/en/
Analysis for Better Public Spending

The Analysis for Better Public Spending Project addresses Myanmar’s lack of a well-established tradition of using evidence to inform public policy. Data in Myanmar has typically been viewed as a monitoring tool to report progress toward a target rather than to provide information to guide public policies and priorities. In addition, the Government’s incentive to accurately report progress had severely diminished over the decades prior to the country’s transition. This has led to reduced confidence and investment in the statistical system, resulting in data that is rarely analyzed prior to a policy reform or used to inform debate. With such a limited use of data in public space, the quality of data has suffered. However, the space for debate and use of evidence in policymaking has opened since the transition.

The Analysis for Better Public Spending Project addresses these issues through three key strategies:

- **Building foundations for better-quality data**
  - Technical assistance to the Central Statistical Organization and other government departments produces better-quality, more accurate, and regular statistics for use by policymakers.

- **Generating and sharing policy-focused analysis**
  - Building capacity of evidence-based analysis within government to better inform policymaking and public spending.

- **Strengthening data literacy**
  - Increasing demand for quality data by supporting key users to better understand and use available data.

### KEY ACHIEVEMENTS

**Technical assistance**
- Building consumption aggregate and poverty measurement (Central Statistical Organization)
- Developing non-monetary disadvantage index with spatially disaggregated information (Department of Population)
- Using computer-assisted personal-interviewing technology for data collection (Departments of Population and Labor)
- Conducting analysis of equity impact of fiscal policy (Budget Department)

**Budget and planning processes**
- Utilizing survey and census data by Government for design of:
  - Geographic prioritization of IDA lending
  - Energy tariff reforms
  - Monitoring framework for Myanmar Sustainable Development Plan

**Data collection and use**
- Supporting Central Statistical Organization to produce its National Strategy for the Development of Statistics
- Continuing to produce and utilize major reporting such as Key Indicators Report (2018) and Poverty Report (2019)

Building capacity to understand and use evidence through data literacy workshops for government and non-government actors.
Poverty Report: Contributing to Evidence-based Policymaking

Understanding the economic and living conditions of citizens is critical in making policies for economic development. Obtaining reliable and accurate statistics is thus a core requirement for an evidence-based policymaking process.

Launched in Nay Pyi Taw on June 27, 2019, by the Central Statistical Organization with support from the World Bank and UNDP, the Poverty Report provides Myanmar with its first-ever poverty estimates based on a survey matching international best practices. The previously available poverty estimates for states and regions dated back to 2010 with an update at the union-level in 2015. Aside from being outdated, this poverty-measuring methodology was not aligned with international standards. Therefore, government policy and programs were based on unreliable poverty estimates.

With the launch of the 2017 Myanmar Living Conditions Survey, Myanmar for the first time has up-to-date poverty estimates at residential, state/region, and union levels, in addition to agro-zone level, that are based on a WBG-recommended approach for measuring poverty.

The Poverty Report provides an updated view of the landscape of monetary poverty in Myanmar, highlighting spatial disparities, particularly those across states and regions. Although poverty was just about halved between 2005 and 2017, nearly 1 out 4 people in Myanmar live with less than 1,590 kyats per day while close to 6 out 10 people in Chin State are poor.

This assessment of the level and characteristics of the poor is critical in designing pro-poor policies and programs. Government policy and programs such as estimation of the budget allocations to local government are being informed by this data and information, thus increasing the likelihood of reaching the poor and most vulnerable. The poverty rate presented in this report is the stepping-stone for all Government’s activities to reduce poverty and promote more equitable development across states/regions. The Myanmar Living Conditions Survey provides baseline data for the National Indicator Framework and is thus key to monitor the implementation of the Myanmar Sustainable Development Plan.
Core Public Sector Accounting Reform supports the adoption and implementation of International Public Sector Accounting Standards (IPSAS). Compliance with IPSAS will significantly improve the quality of financial reporting in the public sector.

1. Improve key stakeholders and policy decision-makers understanding of the implications of adopting and implementing international accounting standards in the public sector

2. Prepare an IPSAS Gap Analysis and Transition Plan

3. Provide a roadmap for the preparation of whole-of-government consolidated financial statements

KEY ACHIEVEMENTS

Deputy Minister of Planning and Finance U Maung Maung Win delivers opening remarks at the Myanmar Public Sector Accounting Conference in Nay Pyi Taw on August 12, 2019, jointly hosted by the Ministry of Planning, Finance and Industry and the Office of the Auditor General of Myanmar, with support from the Myanmar Partnership EU Single Donor Trust Fund.
Improving the Quality of Public Sector Financial Reporting

Essentially, no public sector accounting standards exist in Myanmar. Rather, Myanmar Public Sector Financial Rules and Regulations (FRR) are based on regulations that mainly address budget preparation, monitoring, and execution reporting rather than financial reporting. In an effort to improve the quality of core public sector financial reporting with the eventual preparation of whole-of-government consolidated financial statements, an International Public Sector Accounting Standards (IPSAS) Transition Plan was adopted on November 30, 2019, by MoPFI and Office of Auditor General. The plan is a critical component aimed at improving the quality of public sector financial reporting and the financial information available to support government decision-making.

Results of a comparison undertaken in 2019 of the current requirements with good international practice (i.e., IPSAS) were reported to the Government of Myanmar in the IPSAS Gap Analysis Report. The preparation of the IPSAS Gap Analysis Report informed the development of the IPSAS Transition Plan. The key finding of the analysis report was that Myanmar is well placed to implement the mandatory requirements of the cash-basis IPSAS. Myanmar has also made significant steps to set itself up for the preparation of whole-of-government consolidated financial statements, which is an encouraged disclosure under the cash-basis IPSAS. Other encouraged disclosures of the cash-basis IPSAS will require more work to achieve, but compliance is seen as feasible within the medium term. Compliance with accrual-basis IPSAS is regarded as a long-term aim and will require significant investment and capacity building.

The IPSAS Transition Plan includes recommendations on a phased approach in Myanmar for strengthening of the institutional framework, financial rules and regulations, and associated capacity building (including governance and change management, ICT development, and training). The plan is fully aligned with the ongoing accounting reform agenda being led by the Myanmar Accountancy Council and other work underway by MoPFI to revise the chart of accounts, to automate the submission of budget information and budget execution reports, and eventually to implement an integrated financial management information system.

The reform will be carried out at both the union level (MoPFI Departments of Treasury and Budget, and Office of Auditor General) and the sector level (education sector). The education sector pilot will provide a practical example of how the elements of the IPSAS Transition Plan should be implemented.
The **Private Sector Development Window** aims to strengthen the private sector by working with the government to reform government-to-business services, promote inclusive growth, and address the vast infrastructure needs of Myanmar. Current activities work to improve business regulatory reform, investment policy reform, and economic integration and trade policy; and to support linkages in key value chains that include tourism, agribusiness, renewable energy, and corporate governance. Gender activities are mainstreamed across relevant projects.

Developing a dynamic private sector is an important pathway for Myanmar to sustain structural changes that lead to poverty reduction and shared prosperity. Enabling the private sector in Myanmar to respond effectively to market opportunities will not only create the jobs needed to reduce poverty but also bring gains associated with better allocation of resources.

Under the Private Sector Development Window, the Investment Climate and Competitiveness Program addresses immediate issues around investment policy; business regulatory reforms; trade; development of key sectors (agriculture, tourism, renewable energy); and strengthening of corporate governance and environment and social (E&S) sustainability. The program has grown over time and was designed to enable the World Bank Group to upscale the program to accommodate emerging demand over time from the Government of Myanmar and the private sector.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>IMPLEMENTING AGENCY</th>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td><strong>Business Environment Reform</strong></td>
<td>IFC</td>
<td>Improve the business environment in Myanmar by supporting business regulatory and legal reforms and strengthening the advocacy role of the private sector</td>
</tr>
<tr>
<td><strong>Investment Policy Reform</strong></td>
<td>IFC</td>
<td>Following the enactment of the Investment Law and Regulations, the program is now focused on implementation of the Investor Grievance Mechanism and operations at the state and regional levels</td>
</tr>
<tr>
<td><strong>Strengthening Economic Integration and Trade Policy</strong></td>
<td>World Bank</td>
<td>Strengthening capacity of Myanmar’s institutions to formulate and implement trade-related reforms and activities to effectively use trade as a driver to reduce poverty and promote shared prosperity</td>
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<td>ACTIVITY</td>
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<tr>
<td>Support Linkages in Key Value Chains – Tourism</td>
<td>IFC</td>
<td>Sustainably developing the tourism sector at a national level and at the Inle Lake and Tanintharyi Region destinations; interventions include strengthening destination planning and management to ensure sustainable and inclusive development</td>
</tr>
<tr>
<td>Support Linkages in Key Value Chains – Lighting Myanmar</td>
<td>IFC</td>
<td>Catalyzing private investment in the clean energy sector in Myanmar, especially in hydropower and solar power, by addressing barriers to private sector participation, facilitating investment, and promoting climate financing for bankable clean energy projects</td>
</tr>
<tr>
<td>Myanmar Agri Inputs Reform</td>
<td>IFC</td>
<td>Increasing productivity and incomes in the agricultural sector through legal and regulatory reform, improving the quality and use of inputs such as seeds, fertilizer, and pesticides</td>
</tr>
<tr>
<td>Support Linkages in Key Value Chains – Agribusiness</td>
<td>IFC</td>
<td>Improving operational efficiency and sustainability of agribusiness companies, including developing industry standards of key agriculture commodities, strengthening value chains, and supporting farmer engagement on good agricultural practices</td>
</tr>
<tr>
<td>Myanmar Public Private Partnerships</td>
<td>IFC</td>
<td>Supporting national and sub-national governments with infrastructure development, including in transport, healthcare, and other services; IFC involvement covers capacity building and upstream project identification, scoping, and development</td>
</tr>
<tr>
<td>Improving Corporate Governance</td>
<td>IFC</td>
<td>Improving corporate governance through awareness-raising and capacity building of corporate governance training and private sector associations to provide education and services, and enhancing the ability for the Securities and Exchange Commission to lead on supervision and regulation</td>
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<tr>
<td>ACTIVITY</td>
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<tr>
<td>Environment and Social Sustainability</td>
<td>IFC</td>
<td>Building responsible and sustainable private sector clients in Myanmar that can better access markets, and finance and reduce operational costs through improved E&amp;S practices; IFC E&amp;S Advisory aims to take a holistic approach to create sustainable and transparent markets by supporting the private sector to adopt sound E&amp;S practices</td>
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</table>
Business Environment Reform

The Business Environment Reform project is helping government engage in national and regional business environment reforms needed for private sector-led growth in Myanmar. The project has helped establish institutional frameworks and developed the government’s capacity to engage in public–private dialogue. In 2019 the project has focused on supporting reforms in the ten areas covered by the World Bank’s Doing Business Report, and analytical studies have also identified how to further reduce red tape and bureaucracy when obtaining industrial licenses and trading at the Port of Yangon. The impact of business environment reforms includes increased transparency, predictability, and efficiency of government-to-business services.

KEY ACHIEVEMENTS

Myanmar receives recognition in the top 20 reformers for World Bank’s Doing Business 2020 Report with reforms recognized in starting a business, construction permits, registering property, protecting minority investors, and enforcing contracts

Preparing Communications Strategy for Ministry of Commerce and launching of Doing Business website

Launching the new online and automated Yangon Building Permit System by Yangon City Development Committee with over 650 architects and engineers receiving training

Finalizing Operational Efficiency Study on Improving Ports in Yangon River and sharing with the Myanmar Ports Authority

Completing regulatory analysis and process mapping of industrial licensing providing recommendations to streamline current processes to Ministry of Industry

18 www.myanmardoingbusiness.org
Construction Permits
Move Online

In June 2019, the Investment Climate Project reached an important milestone with the launch of the pilot phase testing of the Yangon Building Permit System (YBPS). The new system was designed over a year-long partnership between IFC and the Yangon City Development Committee (YCDC) and aims to streamline the application and approvals process for businesses applying to the Yangon City Development Committee (YCDC) for a construction permit.

Myanmar’s construction sector has the highest earning potential compared to other sectors. A sound and efficient regulatory framework for construction contributes to public safety, strengthens property rights, and contributes to capital formation. If the procedure to set up a construction permit are too complicated, lengthy, and costly, businesses may pursue informal construction options, creating opportunities for rent seeking. Each year YCDC receives about 4,000 permit applications, which take on average 95 days to process. The new system aims to reduce this time to less than 49 days and eliminate the need for people to submit paper-based applications in person.

The new system was developed through knowledge transfer workshops, software customization, and engagement with the private sector on process mapping and streamlining procedures. Features included incorporating a risk-based approach on applications, building completion certificates, and inspection procedures. Ultimately, YBPS was customized to local needs from IFC-owned software following extensive technical and consultative activities.

The YBPS development will help build investors’ confidence and ensure a competitive and sustainable construction sector, thereby creating jobs and driving Myanmar’s economy. The YBPS also has the potential to act as a model for other states and regions looking to improve the services they offer to the business community.

Architects and construction engineers, certified by their respective professional bodies, will participate in the pilot phase testing into early 2020, after which the final modifications will be made and the YBPS prepared for a full launch.
Strengthening Economic Integration and Trade Policy

The Strengthening Economic Integration and Trade Policy Project supports the government to improve trade facilitation and connectivity to market, both of which are extremely costly and limited. The intervention is also supporting the government to identify reforms needed for enterprise development such as drafting a new Customs Law for Myanmar. The capacity of Myanmar’s institutions to formulate and implement trade-related reforms and activities is being strengthened through various training activities and through the provision of technical assistance so that trade can be used effectively as a driver to reduce poverty and promote shared prosperity.

KEY ACHIEVEMENTS

Government of Myanmar adopted the National Single Blueprint for trade facilitation, which will centralize all trade processes across government agencies, allowing businesses to trade goods and services on time and with lower transaction costs.

Identified ways to improve the effectiveness and efficiency of the Ministry of Commerce

Completed a functional review which resulted in the implementation of several recommendations, including the introduction of a Directorate for Trade in Services to oversee relevant negotiation and policy changes.

Delivered an assessment to help reshape the Small to Medium-size Enterprise Support Program.

Papers completed followed by consultations:

Investigating gender and entrepreneurship in Myanmar to better understand the barriers that female entrepreneurs face compared to males. This was informed by a survey of 480 micro, small, and medium-size enterprises and conducted in Yangon, Mandalay, Kachin, Kayin and Shan States. The survey provided important quantitative insights into the challenges that women face to access credit and the higher amount of time they have to spend on household duties compared to their male counterparts.

Investigating Private Sector Development in Conflict-Affected Areas: To date this is the only study in Myanmar that quantifies the effects of having conflict present in a township on private sector growth.
Investment Policy Reform

The Investment Policy Reform project is assisting the Myanmar Investment Commission and Directorate of Investment and Company Administration to attract private sector investment by improving Myanmar’s legal and regulatory framework. This framework includes streamlining investment entry procedures at the national and state level, strengthening investor protections, and improving the investment incentive regime. In CY2019 the project focused on finalizing the Investor Grievance Mechanism in consultation with the private sector, advocating for the Myanmar’s membership of the International Centre for Settlement of Investment Disputes, and reviewing the state/region investment committees’ investment endorsement procedures.

KEY ACHIEVEMENTS

Finalizing draft notification of the Investor Grievance Mechanism for presentation to the Government

Conducting 3 public consultation sessions with Union of Myanmar Federation of Chambers of Commerce and Industry and foreign chambers of commerce with feedback incorporated into drafting of the Investor Grievance Mechanism Notification

Completing report, “Investment Endorsement at State and Regions: Gap Analysis and Policy Recommendations” for delivery to Directorate of Investment and Company Administration

Photo credit: Kyaw Htut Aung
The Agri Inputs Reform Project is working with the government and private sector to strengthen productivity; increase incomes; and improve quality in the agricultural sector by removing legal and regulatory obstacles and enhancing the role of the private sector in providing agricultural inputs, especially seed, fertilizer and crop protection products. The project has also been working to develop skills among farmers groups related to the use of Myanmar good agricultural practices (GAP), including the use of agricultural inputs and improved quality standards.

KEY ACHIEVEMENTS

- 127 companies benefiting from Seed Sector Reforms through the simplification of seed business licensing
- Over 2000 farmers participated in the GAP Fairs, with the percentage of women participating from 14% in Kyaukse to 26% in Tatkone
- Cucumber, potato, papaya and onions exempted from mandatory field testing
- 83 types of seeds exempted from Pest Risk Analysis
- 34 firms participated in GAP fairs and workshops in Nyaing Shwe (Shan State), Kyaukse (Mandalay Region) and Tatkone (Naypyitaw), including financial institutions; crop buyers; as well as input, post-harvest, and mechanization providers
- Myanmar GAP tomato farmers reported an increase in income of at least 15%
Sowing the Seeds for Sustainable Livelihoods

Several GAP-promoted fairs and workshops in Mandalay, Nay Pyi Taw, and Inle Lake have attracted over 2,000 farmers. Organized as part of the Myanmar Agricultural Inputs Project, the events give farmers a one-stop-shop experience where they can learn about good farming, harvesting, and selling practices as well as connect with exhibitors showcasing micro-finance, inputs, post-harvest, and mechanization solutions.

At the events, farmers learn about Myanmar GAP protocols, which aim to boost farm productivity through the introduction of sustainable farming practices. The farmers receive guidance on how to produce safe and quality products for local and international markets.

The IFC supports the Department of Agriculture in promoting Myanmar GAP protocols and guidelines for three priority crops — tomatoes, sesame, and green gram (mung bean). Since IFC started supporting the Myanmar GAP Program (March 2016), the number of GAP tomato farmers at Inle Lake increased from 54 to 306 (466 percent), GAP sesame farmers in Kyaukse increased from 350 to 670 (91 percent), and GAP mung beans farmers in Tatkone increased from 238 to 349 (46 percent). The area of cultivation of GAP-grown tomatoes also increased from 50 to 426 acres (752 percent) while cultivated areas for sesame and mung beans grew by 96 percent and 40 percent, respectively.

In addition, from their attending the GAP Fairs, 1,884 farmers (GAP and non-GAP) applied for formal financing. Four micro-finance institution’s lent over US$500,000 at an interest rate of 2.5 percent per month, compared to the usual higher rate (up to 16 percent) paid for informal financing.
Support Linkages in Key Value Chains - Agribusiness

Established in 2018, the Agribusiness Advisory is working to promote development of the agribusiness sector in Myanmar by supporting the uptake of food safety and product standards by clients, building local institutional capacity, and increasing awareness. The project advances these aims at a sector and firm level, focusing on strategic sectors within the agribusiness industry and engaging leading firms and industry associations within these sectors. Interventions are designed to raise awareness of the benefits of better food safety management among industry stakeholders and build capacity through in-depth engagements with clients.

KEY ACHIEVEMENTS

- Investor interest in modernizing the pork industry after the completion of a slaughterhouse feasibility study
- 2 forums on “Post African Swine Fever - Modernizing Myanmar’s Livestock Industry” reach diverse audiences in Yangon and Nay Pyi Taw
- Value chain projects begin for new pulses, beans, oilseeds, and grains
- More than 200 participants attend food safety workshops in Yangon and Mandalay
- Paddy quality grading and milled rice standards developed for the Myanmar Rice Federation
- Topics such as food safety management systems, quality control, and internal audit
Support Linkages in Key Value Chains –
Myanmar Power Advisory

The Myanmar Power Advisory Project is working to catalyze private investment into the clean energy sector in Myanmar, especially through hydropower and solar power. This is being achieved through systematically addressing barriers to private sector participation in clean energy at both the market and firm levels. The Project is working with a wide network of industry associations, companies, equipment suppliers, and service providers as well as specialized firms, the Government of Myanmar, and WBG stakeholders.

KEY ACHIEVEMENTS

Completing and publishing market-scoping study for the commercial and industrial segment in Myanmar
Completing Myitnge Basin Cumulative Impact Assessment that includes an optimization assessment
Presenting floating solar report to the Ministry of Electricity and Energy
Sharing results of the Cumulative Impact Assessment at workshop with feedback from attending representatives of ministries (Electricity and Energy; Natural Resources and Environmental Conservation; and Agriculture, Livestock, and Irrigation), and local and international nongovernmental organizations.
Support Linkages in Key Value Chains - Lighting Myanmar

The Lighting Myanmar Project supports the private sector through in-depth market analysis, consumer education, business development, and policy support to create a sustainable commercial market for quality solutions for off-grid energy users. Working at a market level with companies, this project aims to increase access to modern energy and associated services for 4 million people (7 percent of the population) or 800,000 households in Myanmar by the end of the post-implementation period in 2022.

KEY ACHIEVEMENTS

87,768 quality products sold by Lighting Myanmar associates, resulting in 439,505 people receiving access to improved services

Reaching and educating growing numbers of the population on how quality solar power products can improve livelihoods

1. Phase 1 of the consumer education campaign reaches more than 300,000 people through activation events

2. Phase 2 launches an education campaign targeting 200,000 consumers across four states

3 radio interviews and one actor-spoken radio spot reaches an estimated 2.1 million people via 2 different radio stations

3 months of community and social media management, including Facebook posts generates over 200,000 hits and over 4,000 comments

Campaigns designed to highlight women’s empowerment and income opportunities, leveraging the rapid growth of the solar energy market

Partnership between Greenlight Planet and the Nongovernmental Organizations Pact focuses on the Pact’s microfinancing WORTH program to promote savings and entrepreneurship by working with women’s groups across the country
Support Linkages in Key Value Chains - Tourism

The objective of the Tourism Project is to support the sustainable development of Myanmar tourism. Such an approach requires improving the regulatory environment to catalyze private sector investment and supporting destination planning and management, including promoting good E&S practices around Inle Lake and in the Tanintharyi Region.

KEY ACHIEVEMENTS

Launch of a new Destination Brand for Inle Lake to attract more visitors

Having a destination brand brings many advantages:
- It assists with communicating the overall image of Inle Lake to potential visitors and investors
- It provides the context that encourages tourists to experience first-hand the unique qualities of Inle Lake and experience something new
- It helps in differentiating and positioning a destination against its competitors, whether they be within Myanmar or within Asia

45 Members of the Inle Professional Women’s Network (IPNET) completed the Leadership Training Program with participants reporting increased self-confidence, and leadership and management skills. The overall investment in developing the IPNET leadership skills is to ensure that they have strong voices enabling them to participate in the development of the tourism sector in Inle

The Inle Destination Management Organization and IPNET were both formally registered with the Shan State Government

Gender and conflict dynamics in Tanintharyi Region were analyzed to feed into the creation of a Tourism Development Masterplan
Improving Corporate Governance

The Corporate Governance Program is focused on building awareness of the importance of corporate governance and building capacity for Myanmar’s companies, stakeholders, and the people of Myanmar. Good governance practices help companies improve performance, manage risks, and boost investor confidence, leading to increased access to capital and economic growth. This year the project continued its support to the Myanmar Institute of Directors in the delivery of its Learning Series events to provide quality training and raise market awareness about important governance topics. Technical assistance was also provided to the Myanmar Corporate Governance Reform Advisory Committee on the drafting of a proposed Notification on Corporate Governance.

KEY ACHIEVEMENTS

Launching of the first Myanmar Corporate Governance Scorecard 2018
The Myanmar Corporate Governance Scorecard is a review and report on the corporate governance practices of the companies in Myanmar. Its goal is to benchmark corporate governance practices in Myanmar companies to assess current corporate governance market gaps and provide a framework for future policy discussions and corporate governance development efforts. Furthermore, this assessment was undertaken before the enactment of the new Companies Law and can therefore serve as a baseline for future assessments, which will demonstrate the effects of improved corporate governance practices and the evolving regulatory environment.

Myanmar Institute of Directors gaining ground
- Certifies more than 100 business professionals, academics, and regulators in Yangon and Mandalay
- Trains more than 38 board secretaries and corporate governance professionals

Publishes the Implementing Corporate Governance Practices A Resource Guide for Microfinance Institutions in Myanmar

Celebrating the Third Annual Ring the Bell for Gender Diversity event in partnership with Yangon Stock Exchange and Securities and Exchange Commission of Myanmar in March 2019
Corporate Governance Practices

Good corporate governance brings real benefits to companies. It improves their decision-making and risk management, ensures proper accountability, eases access to capital, and gives confidence to creditors.

In April 2019, the first Myanmar Corporate Governance Scorecard Report was launched, assessing the performance of 24 participating Myanmar companies and highlighting areas in which they can improve governance practices to become more competitive in local and regional markets.

Besides providing a snapshot of corporate governance standards in Myanmar, the report offers recommendations on how companies can improve governance and enhance competitiveness. According to the report, the mean score of the 24 companies reviewed was 30 percent, lagging behind the ASEAN average of 69 percent in 2015.

However, some Myanmar companies are performing significantly above the average, with the top performer attaining 59 percent. Another encouraging factor noted in the report is that listed companies scored 43 percent compared with public and private companies that scored, 25 percent and 35 percent, respectively.

Numerous studies have shown that good governance practices help companies improve performance and boost investor confidence. Myanmar companies have much to gain, whether they are seeking either to expand their business, foster stronger ties with international partners, or develop a smooth succession plan.

The report was published jointly by the Security Exchange Commission Myanmar, the Yangon Stock Exchange, Directorate of Investment and Company Administration, and IFC.19

19 Myanmar and English language versions of the report are accessible at https://www.dica.gov.mm/en/publications
Environmental and Social Sustainability

The Environmental and Social Sustainability Advisory Project takes a holistic approach to creating sustainable and transparent markets by supporting the private sector to adopt sound E&S practices. The project works to build responsible and sustainable private sector clients in Myanmar that can better access markets, and finance and reduce operational costs. This year, the project continued to support clients to become E&S leaders by providing technical solutions based on IFC Performance Standards and helping clients adopt robust E&S management systems. The project also continued working with local intermediaries to support positive E&S sustainable and transparent practices, and by bringing together firms, governments, and stakeholders to assess and manage combined E&S risks.

KEY ACHIEVEMENTS

- Signs advisory agreement with the Myanmar Environmental Assessment Association that will provide technical training over 2 years, host an annual E&S forum, and provide guidance to key local consulting firms to have better engagement in consultant bidding.


- Conducting workshops and training sessions with diversity of topics, including:
  - Stakeholder engagement and grievance mechanism
  - Environment and social impact assessment
  - Biodiversity conservation
  - Social risk management
Myanmar Public-Private Partnerships

Commencing in 2018, the Myanmar Public-Private Partnership (PPP) Project has been working with national and state/regional governments to build capacity to evaluate and enter into public–private partnerships as a means to deliver on the country’s infrastructure needs. The project is primarily focused on capacity building for public private partnerships and upstream project development. The project will help the government evaluate projects and decide which should be public–private partnerships.

**KEY ACHIEVEMENTS**

- MoU signed with NGO C/Can to collaborate with the Ministry of Health on improving cancer care treatment in Myanmar
- Capacity building workshop for Ministry of Construction and Yangon Regional Government staff boosts knowledge on land acquisition and Resettlement Action Plans for infrastructure projects
- IFC selected to undertake a pre-feasibility study of YCDC’s water supply and distribution utility for a potential PPP project
- Four technical-level officials from Ministry of Construction complete the APMG PPP Certification Program to increase their knowledge of standardized terms and practices
Gender is a cross-cutting theme across the Myanmar Partnership MDTF with focus on specific and strategic actions for maximum impact. The objective is to deepen Myanmar’s engagement on gender by shifting focus to measurable results and addressing the five priority areas specified in the 2018 Country Gender Action Plan:

1. Contribute to efforts aimed at reducing prevalence of gender-based violence

2. Promote women’s ownership of land

3. Support efforts to increase women’s participation rates in politics and decision-making and promote gender inclusion in national development strategies and policies

4. Promote equitable access to service sectors (health, education, justice, energy)

5. Improve economic empowerment through:
   (a) promoting the practice of equal pay for work of equal value
   (b) promoting equal opportunities for men and women to participate in livelihood activities and wage jobs
Promoting equitable access to services


Deepening Myanmar’s engagement on gender by ensuring that there is focus on gender in the Strategic Country Diagnostics and in the Country Partnership Framework

Economic empowerment improves by a range of actions:

Promoting equal opportunities and access for men and women in livelihood activities and wage jobs

Improving female participation in farm management

Raising awareness of gender diversity in the private sector

Providing opportunities for Inle Professional Women’s Network to receive formal recognition as a registered entity

Understanding gender issues in micro, small, and medium-size enterprises

Completing WBG-IFC survey on gender and entrepreneurship

Gender Day Workshop presents studies on promoting engagement and collaboration on gender issues

Third Annual Ring the Bell for Gender Diversity event celebrates in partnership with Yangon Stock Exchange and Security and Exchange Commission of Myanmar

Contributing to efforts at reducing prevalence of gender-based violence completed gender and conflict analysis underpins design of interventions in Taninthary Region
Gender Day 2019

Gender issues took center stage on Gender Day in Yangon on September 12, 2019, as representatives from the donor and development communities gathered to share ways to collaborate on making strides on gender issues as well as identify areas where gaps remain.

Participants engaged in lively discussions about how best to promote the issue of gender equality in the country.

“Economic empowerment for women and girls is crucial because it gives them the skill, knowledge, and ability to earn for themselves and their families,” said Nang Ei Ei Mon, Chief Executive Officer and Founder of How She Did It, a Yangon-based female talent platform. “Events like Gender Day are very helpful because it allows us the opportunity to connect and inspire each other and it also helps us to move forward together.”

The first of its kind in Myanmar, Gender Day brought together a diverse group of speakers, from a cross-section of organizations, who presented the recent findings on topics such as women’s voice and agency and the business case for gender equality.

The event also showcased the WBG Gender Strategy, which addresses ways to promote gender equality that are actionable, measurable, and responsive to Myanmar’s specific gender challenges.

“I see my institution working with the World Bank Group to pursue gender quality in Myanmar through awareness-raising both at community and national levels, access to justice for women and girls, work more with the formal and informal justice institutions through capacity and coordination,” said Alfred Hill, Field Program Coordinator at International Development Law Organization Myanmar.
Ring the Bell for Gender Equality

With the aim of raising awareness on gender equality and to celebrate International Women’s Day, the IFC Corporate Governance Project, Securities and Exchange Commission of Myanmar, and Yangon Stock Exchange arranged the Third Annual Ring the Bell for Gender Equality, an event held in unison on March 8, 2019, with 70 stock exchanges worldwide.

More than 120 business leaders, investors, civil society members, and other key partners gathered to highlight the business case for gender equality. Ma Cherry Trivedi, interim Chief Executive Officer of Myanmar Institute of Directors, and other panelists spoke passionately about the need for working women to embrace their careers and stop feeling guilty for not subscribing to society’s expectations of traditional women’s roles.

Ring the Bell for Gender Equality highlights the importance of gender equality in relation to economic growth and the power of the private sector to bridge diversity gaps and lead by example. At a time when 9 out of 10 jobs in developing countries are created by the private sector—and when the women’s workforce participation rate in many emerging markets remains well below the 50 percent global average—businesses have an opportunity to unleash enormous untapped potential for their own advantage.

Women make up 52 percent of Myanmar’s population. While a significant number of businesses in the country are set up and led by women, only 59 percent of women over 15 years old participate in employment, in comparison to 84 percent of men. Myanmar is ranked 106th place (out of 160 countries) on the United Nation’s Gender Inequality Index.
FINANCIAL STATUS
Snapshot as of December 2019

The European Union joined the Myanmar Strategic Partnership Program in April 2019. This financial report will include their contribution as well as the contribution of the other Partners in the Myanmar Partnership Multi-Donor Trust Fund.

At the end of December 2019, the total amount pledged for the Myanmar Strategic Partnership Program was US$178 million. Of the US$153 million received, US$90 million has been disbursed (Figure 1). Details of the disbursement by grant amount can be seen in the Annex.

The European Union joined the Myanmar Strategic Partnership Program with a contribution of approximately US$13 million, resulting in an increase in the amount pledged from last year. The Australian Government Department of Foreign Affairs and Trade (DFAT), the United Kingdom Department for International Development (DFID), the Kingdom of Denmark, and the Republic of Finland have contributed US$165 million since inception. Approximately 86 percent of the original pledged amount has been received (Figure 2).
The total amount available for implementation of the Myanmar Strategic Partnership Program is approximately US$141 million. Myanmar Strategic Partnership has disbursed 64 percent of the amount available for implementation. There are two mechanisms for the administration of grants in the Myanmar Strategic Partnership. Bank-executed grants are administered by the World Bank Group and recipient-executed grants are administered by the Government of Myanmar. The budget allocation for the recipient-executed grants are more than the Bank-executed grants. At the end of CY2019, the total disbursements for the recipient-executed grant was slightly higher than the Bank-executed grant (Figure 3). However, the expectation is that in CY2020, disbursements for recipient-executed grants will far exceed disbursements of Bank-executed grants.

The Social Development and Inclusion Window predominantly consists of recipient-executed grants, which are considerably larger in value and often disburse large amounts in single tranches. Therefore, the relatively low rate of expenditure against receipt (54 percent) reflects the fact that the Additional Finance for the Decentralization Funding to Schools was recently approved with an initial disbursement. This Institutional Strengthening Window has disbursed 77 percent of the total amount received, and the Private Sector Window has disbursed 71 percent. Figure 4 shows utilization based on the amounts received.

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**Figure 3: Cumulative Disbursements by Type (as of December 2019)**

![Figure 3](image_url)

**Figure 4: Window Distribution of Disbursement and Amount Available for Implementation (Cumulative)**

![Figure 4](image_url)

---

20 Program management and administrative costs range from 3 to 5 percent, depending on the cost recovery structure in place when the Administrative Agreement was signed. The amount available for implementation is the difference between the amount received and these costs.
Financial Performance

The following section details the financial performance from CY2014 to CY2019, focusing on the amounts pledged by the partners, the amounts received, and the disbursements across the years.

In CY2019, US$27 million was pledged. This amount reflects the second highest since inception. CY2017 was an outlier as it reflects the amount received for the Additional Financing of the Decentralizing Funding to Schools’ Project (the largest financed project in the portfolio) as well as the introduction of Finland as a new partner. The increase in 2019 reflects pledges received based on the European Union joining the Myanmar Strategic Partnership Program.

There is slight difference between the amount pledged and received in CY2019. This was based on a decision to distribute funds once the Decentralizing Funding to Schools Project had received its first tranche.

The disbursement amount in CY2019 was US$33 million. This amount reflects the largest disbursement in any given year and twice the amount disbursed in the previous year. This is based on the disbursements of recipient-executed activities. In CY2019, US$15 million was disbursed by the Decentralizing Funding to Schools Project.

---

Figure 5: Pledges by Calendar Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Pledged</th>
<th>Total Pledged</th>
<th>Total Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>2016</td>
<td>19</td>
<td>59</td>
<td>59</td>
</tr>
<tr>
<td>2017</td>
<td>45</td>
<td>104</td>
<td>104</td>
</tr>
<tr>
<td>2018</td>
<td>25</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>2019</td>
<td>27</td>
<td>156</td>
<td>153</td>
</tr>
</tbody>
</table>

---

21 US$178 million is the amount pledged until CY2021. US$156 million is the amount pledged until CY2019.
Figure 6: Disbursement by Calendar Year

Disbursement Total Disbursement

2014 4 4
2015 7 11
2016 13 24
2017 18 42
2018 16 57
2019 33 90

Disbursement Total Disbursement
## Grant Details

### Social Development and Inclusion

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring school grants and stipends</td>
<td>5,168</td>
<td>5,168</td>
<td>4,889</td>
<td>163</td>
<td>116</td>
<td>98%</td>
</tr>
<tr>
<td>Myanmar Decentralizing Funding to School</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myanmar AF DFSP supervision and M&amp;E MDTF grant</td>
<td>4,044</td>
<td>2,022</td>
<td>90</td>
<td>613</td>
<td>1,318</td>
<td>35%</td>
</tr>
<tr>
<td>AF Decent Fund to Schools</td>
<td>45,000</td>
<td>31,978</td>
<td>9,000</td>
<td></td>
<td>22,978</td>
<td>28%</td>
</tr>
<tr>
<td>Myanmar Emergency CDD</td>
<td>1,918</td>
<td>1,802</td>
<td>929</td>
<td>450</td>
<td>423</td>
<td>77%</td>
</tr>
<tr>
<td>Myanmar NCDD AF- DFID Finance</td>
<td>3,000</td>
<td>3,000</td>
<td>2,930</td>
<td></td>
<td>70</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>79,130</strong></td>
<td><strong>63,971</strong></td>
<td><strong>37,839</strong></td>
<td><strong>1,226</strong></td>
<td><strong>24,906</strong></td>
<td><strong>61%</strong></td>
</tr>
</tbody>
</table>

### Institutional Strengthening

#### Public Finance Management

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Myanmar Modernization of Public Finance Management Project</td>
<td>20,000</td>
<td>17,471</td>
<td>13,335</td>
<td></td>
<td>4,136</td>
<td>76%</td>
</tr>
<tr>
<td>Implementation Support for PFM</td>
<td>7,193</td>
<td>6,373</td>
<td>5,162</td>
<td>158</td>
<td>1,053</td>
<td>83%</td>
</tr>
<tr>
<td>Myanmar Macro-Fiscal Program</td>
<td>3,500</td>
<td>3,473</td>
<td>3,139</td>
<td>11</td>
<td>323</td>
<td>91%</td>
</tr>
<tr>
<td>Analysis for Better Public Spending</td>
<td>2,300</td>
<td>2,073</td>
<td>1,971</td>
<td></td>
<td>101</td>
<td>95%</td>
</tr>
<tr>
<td>Myanmar Subnational PER</td>
<td>250</td>
<td>250</td>
<td>196</td>
<td></td>
<td>54</td>
<td>78%</td>
</tr>
<tr>
<td>Local Financial and Service Delivery Reforms</td>
<td>750</td>
<td>300</td>
<td>257</td>
<td></td>
<td>43</td>
<td>86%</td>
</tr>
<tr>
<td><strong>Sub Total - Public Finance Management</strong></td>
<td><strong>33,993</strong></td>
<td><strong>29,939</strong></td>
<td><strong>24,059</strong></td>
<td><strong>169</strong></td>
<td><strong>6,796</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Extractive Industries Transparency Initiative

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extractive Industries Transparency Initiative Project</td>
<td>3,500</td>
<td>3,462</td>
<td>2,431</td>
<td></td>
<td>1,031</td>
<td>70%</td>
</tr>
<tr>
<td>Implementation Support for EITI</td>
<td>811</td>
<td>880</td>
<td>779</td>
<td>36</td>
<td>65</td>
<td>93%</td>
</tr>
<tr>
<td><strong>Sub Total - EITI</strong></td>
<td><strong>4,311</strong></td>
<td><strong>4,342</strong></td>
<td><strong>3,210</strong></td>
<td><strong>36</strong></td>
<td><strong>1,096</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Financial Sector Development

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay, Compensation and HR Review</td>
<td>1,270</td>
<td>1,270</td>
<td>1,199</td>
<td>63</td>
<td>7</td>
<td>99%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46,032</strong></td>
<td><strong>40,790</strong></td>
<td><strong>32,503</strong></td>
<td><strong>818</strong></td>
<td><strong>8,555</strong></td>
<td><strong>82%</strong></td>
</tr>
</tbody>
</table>

### Private Sector Development

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag Input Reforms</td>
<td>2,398</td>
<td>2,398</td>
<td>1,789</td>
<td>141</td>
<td>468</td>
<td>80%</td>
</tr>
<tr>
<td>EAP CGP Impl</td>
<td>3,532</td>
<td>3,035</td>
<td>2,532</td>
<td>35</td>
<td>469</td>
<td>85%</td>
</tr>
<tr>
<td>Invest. Policy</td>
<td>6,416</td>
<td>4,579</td>
<td>4,094</td>
<td>100</td>
<td>386</td>
<td>92%</td>
</tr>
<tr>
<td>Lighting Myanmar</td>
<td>2,788</td>
<td>2,788</td>
<td>1,697</td>
<td>689</td>
<td>401</td>
<td>86%</td>
</tr>
<tr>
<td>Myanmar Tourism</td>
<td>2,424</td>
<td>1,386</td>
<td>1,044</td>
<td>89</td>
<td>253</td>
<td>82%</td>
</tr>
<tr>
<td>Program on Trade &amp; Competitiveness</td>
<td>5,050</td>
<td>4,985</td>
<td>3,822</td>
<td>323</td>
<td>839</td>
<td>83%</td>
</tr>
<tr>
<td>MYN Agribiz Dev</td>
<td>3,000</td>
<td>2,550</td>
<td>1,711</td>
<td>197</td>
<td>642</td>
<td>75%</td>
</tr>
<tr>
<td>E&amp;S Myanmar</td>
<td>1,500</td>
<td>1,400</td>
<td>722</td>
<td>302</td>
<td>376</td>
<td>73%</td>
</tr>
<tr>
<td>Public Private Partnerships</td>
<td>2,050</td>
<td>1,700</td>
<td>1,167</td>
<td>195</td>
<td>338</td>
<td>80%</td>
</tr>
<tr>
<td>Myanmar Power AS</td>
<td>3,000</td>
<td>1,067</td>
<td>852</td>
<td>32</td>
<td>183</td>
<td>83%</td>
</tr>
<tr>
<td><strong>Private Sector Development Total</strong></td>
<td><strong>32,158</strong></td>
<td><strong>25,888</strong></td>
<td><strong>19,430</strong></td>
<td><strong>2,102</strong></td>
<td><strong>5,437</strong></td>
<td><strong>83%</strong></td>
</tr>
</tbody>
</table>

### Grand Total

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Grant</th>
<th>Current Grant (a)</th>
<th>Cumulative Disbursements (b)</th>
<th>Commitments (c)</th>
<th>Available (a-(b+c))</th>
<th>&quot;Current Disb. Ratio (b+c)/a&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>157,320</strong></td>
<td><strong>130,649</strong></td>
<td><strong>89,772</strong></td>
<td><strong>4,146</strong></td>
<td><strong>38,898</strong></td>
<td><strong>72%</strong></td>
</tr>
</tbody>
</table>