



Guide to International Assistance in Myanmar

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Development

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Foreword

Since the launching of its transformational reform process in 2011, the Government of Myanmar has brought about profound political, social, and economic changes in the country. The Government is mindful, however, that sustaining the rapid pace of development would be impossible without generous international cooperation. Assuring effective and transparent use of such external resources will be critical for deriving greatest benefits from them. That in turn will also contribute to maximizing the level of assistance Myanmar can expect from its international partners. It all comes down to delivering good development results.

To share and reinforce that spirit of international partnership, we organized the 1st Myanmar Development Cooperation Forum in January 2013. All participants affirmed their commitment to the fundamental principles that development efforts must be country-led and international assistance must be based on mutual accountability. This commitment was reflected in the Nay Pyi Taw Accord for Effective Development Cooperation. Since then, development partners and the Government of Myanmar have made much progress in creating effective mechanisms and processes to achieve the common goals set out in the Accord.

This Guide to International Assistance in Myanmar provides an overall framework for the management of assistance given to Myanmar by the international community. Myanmar's development setting, including its relationships with development partners, continues to change rapidly. Thus, while the basic principles and policies of development cooperation to guide us are clear, specific guidelines and procedures will need to evolve. Furthermore, we recognize that there remain many constraints to effective implementation of international assistance and new issues are bound to emerge, and that we will need to find appropriate solutions to resolve each of those obstacles. Therefore, this Guide is not complete in some respects, and will be updated in its details on a periodic basis to assure its continual usefulness.

Nevertheless, I hope that this first Guide will give a much greater clarity to what is now in place as the framework for channeling international assistance, not just financial resources but also knowledge transfers, to Myanmar in a coordinated and efficient way. This should help both sides of the partnership in pursuing the shared objective of promoting people-centered development in this country.

At this historic juncture of Myanmar, international cooperation can play a pivotal role in accelerating its transformation into a peaceful, democratic, and economically successful nation. As an expression of the spirit of true partnership, the enormous increase in support from the international community is received with deep appreciation. This Guide is in part a reaffirmation of our firm commitment to making the best use of all the support.

H.E. Dr. Kan Zaw
Union Minister

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1. Aims and Objectives

This Guide to International Assistance in Myanmar (“the Guide”) sets out the principles and the overall framework to facilitate the effective provision and management of assistance from international Development Partners (DPs) that enters The Republic of the Union of Myanmar (“Myanmar”). In particular, the Guide will focus on official development assistance (ODA), including grants and concessional loans, and non-financial assistance from the DPs, such as technical assistance and capacity building programs. It builds on international accords regarding aid and development effectiveness, to which Myanmar subscribes, including the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan Partnership Agreement. The Guide has also been developed in accordance with the Nay Pyi Taw Accord for Effective Development Cooperation, which serves as the localization of these global accords. Although it is expected to be updated periodically to reflect rapidly evolving practices, this Guide reflects the basic principles and policies of the Government of Myanmar (GoM) as well as the current procedures and the framework for coordination that have emerged through the intensified interactions between GoM and DPs over the past few years.

With the overarching objective of maximizing the benefits of international assistance on the reform and development process in Myanmar, this Guide seeks to:

- Ensure that all DP assistance is consistent with Myanmar’s own development strategies, priorities, and programs, the level of future assistance is predictable, and the provision of the resources is harmonized with Myanmar’s budget process;
- Enhance effectiveness, efficiency, and transparency of development assistance (in part by timely provision of accurate data to the Aid Information Management System), thereby also maximizing the amount of such assistance to Myanmar;
- Promote knowledge transfers and lasting capacity building impact that DPs can bring through the implementation of projects, technical assistance, and other programs;
- Lay out an effective system of coordination between the Government and DPs to strengthen mutual understanding and accountability, thereby enhancing the impact of assistance and;
- Provide an overall framework as well as basic processes and procedures that will help DPs to plan and implement their assistance activities efficiently.

2. Policy Framework for Development Assistance

2.1. The Context for Myanmar's Development and International Assistance

At its inauguration in March 2011, the new Government of Myanmar launched a process of far-reaching reforms to promote political openness, realize national reconciliation, and sustain high levels of people-centered economic development and growth. The Government of Myanmar has emphasized a number of key reform areas, including fiscal and tax reforms, monetary and financial sector reforms, liberalization of trade and investment, private sector development, health and education, food security and agricultural growth, governance and transparency, the application of innovative information and communication technologies, development of infrastructure (including cross-border interconnectivity infrastructure), and enhancement of the effectiveness and efficiency of the government.

With appropriate structural reforms and sound macroeconomic management, Myanmar has the potential to achieve rapid growth and poverty reduction. To capitalize on its 'late-comer advantage,' Myanmar has sought to learn from other successful transition and emerging economies. Myanmar is also keen to leverage its strategic location to forge partnerships within the region and globally, to absorb knowledge, technology, and know-how.

Myanmar's development challenges are daunting. Much of its infrastructure is outdated or in need of repair. Many economic sectors lack international competitiveness. Myanmar has also fallen behind international standards in technology and knowledge in many areas. Yet the political and economic reforms have raised people's expectations for rapid change. The Government of Myanmar is now working simultaneously to deliver 'quick wins' and to lay the ground for longer-term structural and systemic transformations. Myanmar thus needs foreign aid for two important but different reasons:

- To support the infusion of large amounts of resources to accelerate the development process, and
- To promote the transfer of critical knowledge and capacity building.

Institutional strengthening: The institutional capacity in GoM needs to be built up to meet the new requirements and challenges. The government must acquire the capability to provide effective public services to its citizens and to create an environment conducive to the private sector-driven growth. It is crucial that DP-supported programs consistently strengthen the institutional capacity of the government and avoid parallel systems that could undermine the credibility of the government.

The aid modalities need to avoid overtaxing the administrative capacity of GoM. This, however, should not lead to DPs substituting for what GoM should do, especially in making important decisions on policy choices, spending priorities, project designs, and so on. Thus, DPs will need to provide GoM counterparts with adequate space to deliberate on new ideas and reach internal consensus.

National strategies: To meet the high expectations of the people, GoM is aware that improving the development impact of public spending is essential. To that end, GoM is moving toward a more comprehensive and strategic management of all public resources. Key to this effort is the articulation of a coherent national development strategy and spending priorities to match them. Currently, the Framework for Economic and Social Reforms (FESR) serves as the interim strategy, but the National Comprehensive Development Plan (NCDP) is expected to provide a longer-term comprehensive framework, inclusive of successive 5-Year Plans laying out more detailed medium-term plans.

Within such national level frameworks, each of the key sectors will formulate a sector strategy and policies, which in turn will be translated into more specific spending plans. Through the Sector Working Groups established in 2013, DPs are expected to play an important role in supporting the GoM line ministries in this process.

Building durable peace: Myanmar also faces the challenge of resolving ethnic divides and building a durable peace throughout the country. In this process, GoM will have to create a sense of equity in public expenditures across regions and to understand and meet the local priorities. Therefore, GoM places a strong emphasis on decentralizing administrative responsibilities and bringing them closer to the beneficiaries. Development assistance needs to be cognizant of these priorities.

Although Myanmar will require international assistance to unlock its potential today, it hopes to lessen its reliance on external assistance in time by promoting vigorous, private-sector-led growth and attracting inbound FDI. Not only does Myanmar aim to catch up with its peers in the region and elsewhere, it is committed to working with the international community to address regional and global challenges.

2.2. Policies for Development Assistance

Allocation of resources: In line with the various international commitments to promoting development effectiveness, alongside Myanmar's own Nay Pyi Taw Accord for Effective Development Cooperation, it is expected that development assistance to Myanmar will be provided in accordance with the national priorities set forth by GoM.

To support GoM in managing public resources in a comprehensive and integrated manner, DPs are asked to inform GoM of their planned assistance levels in line with the budget cycle and to allocate their assistance to the projects/programs identified by GoM as priorities. Thus, by August of each year, DPs are requested to share with GoM the expected level of assistance for the fiscal year starting in April of the following year. Discussions on specific resource allocations will occur before the start of the new fiscal year. To enhance effectiveness of the latter process, each DP is encouraged to discuss with FERD its entire annual program at once.

Financing modalities: For some time to come, Myanmar will require a large infusion of external financing for long-gestation investments with slow returns, such as physical infrastructure and human capital. Since its per capita GDP level remains low, this could increase Myanmar's vulnerability to external debt pressures. In the near term, therefore, Myanmar would favor grant aid over loans, and highly concessional loans over loans with market terms.

Given various knowledge gaps, DP-supported projects can be important conduits for transfer of knowledge, technology, and skills. This has three policy implications:

- In the near term, project-based aid modalities will remain important. As and when appropriate and feasible, GoM and DPs may agree to adopt general or sector budget support modalities based on the country systems.
- DPs are asked to focus their support on those areas where they can bring more than just financial resources; and;
- Some dispersion of the projects supported by DPs is desirable across sectors and geographic areas so that broad segments of Myanmar can benefit from the knowledge transfers embodied in such projects. Simultaneously, it will be important to guard against the risk of excessive fragmentation of development activities.

Capacity building and technical assistance: Development Partners should ensure their assistance supports the GoM efforts to strengthen government institutions as instruments of public services, both in terms of common perceptions and institutions' actual capabilities. This means that the creation of parallel systems should be avoided in principle and the strengthening of government institutions should be prioritized. It also means that provision of the technical assistance to government institutions should not be substituting for missing local capacity but rather creating the necessary capabilities.

Besides the specific projects/programs, Sector Working Groups (SWGs) are key venues through which DPs can assist GoM in substantive ways. Development Partners are asked to bring their expertise, global knowledge, and Myanmar specific analyses to this

process and support GoM in formulating effective sector policies, strategies, and programs. Hence, active engagement by DPs in SWGs is encouraged.

Judicious use of long-term general training aside, Technical Assistance (TA) should be closely integrated with the actual execution of government functions (be it teaching in schools, provision of extension services, or management of a civil works contract). This will maximize the impact of TA, both in terms of immediate benefits and the internalization of the new knowledge.

Conflict sensitivity: Given the importance of fostering social harmony, DPs are encouraged to invest, in collaboration with their GoM counterparts, adequate time and resources in understanding the social context of any project/program they may wish to support. Proper consultations with all key stakeholder groups are essential in the Myanmar context.

Joint programming: To reduce proliferation of small projects and to simplify reporting requirements, DPs are encouraged to finance common programs/projects, pool funds where appropriate and feasible, and use government systems for implementation, financial management, and reporting. Development Partners are encouraged to undertake other support programs jointly as well, including analytical work and technical assistance.

3. Coordination Mechanisms for International Assistance in Myanmar

3.1. Coordination Mechanisms within GoM

High-level bodies

To ensure high-level strategic oversight and the implementation of government policy, GoM has established two high-level coordinating bodies and one advisory body with a key role in the management of aid. The Foreign Aid Management Central Committee (FAMCC) and the Foreign Aid Management Working Committee (FAMWC) provide overall strategic guidance in ensuring the deployment of aid resources is consistent with national priorities and strategies. MNPED works closely with the two committees to ensure inter-Ministerial coordination. The National Economic and Social Advisory Council (NESAC) provide advisory support to the FAMWC.

The Foreign Aid Management Central Committee is chaired by the President, and sets the overall policies and provides strategic guidance. Minister (MNPED) is FAMCC's Secretary; Minister of Finance is its Associate Secretary; and line ministers are members.

The Foreign Aid Management Working Committee is chaired by the Minister No. 3 in the President's Office, and provides a high-level oversight in the implementation of the policies and strategies set by FAMCC. Deputy Minister (MNPED) is FAMWC's Secretary; Deputy Minister of Finance is FAMWC's Associate Secretary; and Deputy Ministers of line ministries are members.

National Economic and Social Advisory Council is an independent body to provide expert advice on Myanmar's national development priorities and strategies and the optimal use of international assistance. Its members are drawn from the private sector, civil society, and academia. The work of NESAC includes:

- Providing advice on the formulation/implementation of the National Comprehensive Development Plan and of the Framework for Economic and Social Reforms, and on increasing foreign aid and domestic and foreign investments;
- Contributing towards achieving inclusive, equitable and sustainable development by fostering reduction of poverty, promoting food security, agriculture, rural and urban development;
- Assisting in the organization of conferences and seminars related to mobilizing resources (internal and external) and expertise for development;
- Providing advice on the effective use of foreign grants and loans; and
- Providing advice on Myanmar's socio-economic development, in line with international norms.

The Ministry of National Planning and Economic Development

The Ministry of National Planning and Economic Development (MNPED) is responsible for coordinating with bilateral and multilateral development partners and for assuring overall consistency between aid resource allocation and national priorities and strategies. Within the Ministry, these responsibilities are discharged by the Foreign Economic Relations Department (FERD). As such FERD provides the main point of entry for DPs engaging in Myanmar.

In coordination with line ministries and spending units, FERD provides general leadership at all stages of DP assistance programs and projects:

- Selection of target regions and sectors
- Conceptualization of projects/programs
- Preparation (including social/environmental impact assessment and project appraisal)
- Negotiation and completion of various legal agreements

- Implementation and monitoring
- Evaluation and reporting

A more detailed description of FERD's responsibilities is provided in Annex 1. In addition, FERD provides secretariat support to the Minister of MNPED in the discharge of his responsibilities in FAMCC and FAMWC, and provides general oversight and coordination to the work of 17 SWGs described below.

3.2. Coordination Mechanisms between GoM and Development Partners

Overall Coordination Mechanisms

Myanmar Development Cooperation Forum: Annual Myanmar Development Cooperation Forums (MDCF) serve as the highest-level mechanism for coordination between GoM and DPs, to review the overall progress in reform and development and to discuss strategic and policy actions to sustain and accelerate Myanmar's development. The MDCF will include a wide range of national stakeholder groups, such as the National Parliament, representatives from Regions and States, civil society organizations, the private sector, and academia, to ensure the discussion is well informed and open. A smaller, mid-year meeting is held to review progress toward the effective implementation of DP-supported activities.

GoM-DP Overall Coordination Group: The GoM-DP Overall Coordination Group is the highest local mechanism for coordination between GoM and DPs. It is chaired by the Minister of MNPED, and all heads of DP offices in Myanmar are considered members. It meets at least twice a year to review the overall progress in aid harmonization and effective implementation of DP-supported activities, as well as policy and other issues of importance to Myanmar's development. FERD serves as its secretariat.

FERD-DPWC Meetings: The FERD-DPWC meetings are generally held every two months. The Development Partners Working Committee (DPWC) currently consists of the Asian Development Bank (ADB), Australia, European Union (EU), Japan/JICA, UK Department for International Development (DfID), the United Nations (UN), the United States Agency for International Development (USAID), and the World Bank (WB). Although there is a shared commitment to keeping the size of this group small, another DP could be added to broaden the representation. The DPWC members maintain close communications with the other DPs to ensure broad views of the DPs are reflected in the FERD-DPWC discussions.

The FERD-DPWC meeting provides a forum for on-going dialogues on key national development and aid effectiveness issues. The group also provides joint oversight of the

activities of the SWGs. The Deputy Minister (MNPED) or the DG of FERD serves as Chair, and the DPs appoint two coordinating DPs to facilitate effective communication. FERD serves as the secretariat. Concerns raised by Sector Working Groups and other issues are expected to be resolved through this mechanism in the first instance.

Sector Working Groups

Sector Working Groups (SWGs) have been formed around key sectors/thematic areas to promote collaboration between GoM and DPs in more specific fields. Sector Working Groups ensure that effective DP support is provided to GoM in developing and implementing coherent sector/thematic policies, strategies, and programs. Each SWG defines its own terms of reference and modalities of working to fit specific needs, in alignment with the core responsibilities outlined in the Overall SWG Terms of Reference Guidance which was produced jointly by FERD and DPs.

The following 17 SWGs have been established in 2013:

1. Education
2. Cultural Conservation
3. Agriculture & Rural Development
4. Environmental Conservation
5. Employment Opportunities
6. Electric Power
7. Health & Water Supply
8. Communications & Information Technology
9. Transportation
10. Social Protection & Disaster Risk Reduction
11. Public Administration & Reform Process
12. Public Financial Management
13. Gender Equality and Women's Empowerment
14. Media
15. Hotels & Tourism
16. Statistical Quality Development
17. Trade

These SWGs serve as the primary forum for sector-level dialogue between GoM and DPs. SWGs are made up of all relevant Ministries, Governmental bodies, and DPs involved in the sector. Representatives from academic, private sector, and civil society organizations are also included as and when required.

Sector Working Groups promote results-based thinking and country ownership of development work at the sector/thematic levels. Each SWG has the GoM Chair and two DP Co-Leads (one representing multilateral agencies, the other bilateral agencies). FERD participates in SWG meetings to help ensure effective functioning of the group and to monitor progress. Generally, line ministries are expected to take the lead in defining the sector priorities and strategies, while MNPED ensures overall consistency of DP support with national priorities and sector programs.

Division of labor: Sector Working Groups are expected to support the effective division of labor between DPs. As SWGs provide opportunities for a number of DPs to play leadership roles in specific areas where they have strong expertise or interests, it is expected that each DP will select a small number of areas of its own concentration,

Sub-National Levels

Mechanisms for coordination between GoM and DPs at the sub-national levels are yet to be defined. For the time being, therefore, coordination will have to be somewhat ad hoc, under the guidance of FERD.

The Aid Information Management System (AIMS)

A key management tool, the Aid Information Management System (AIMS) is a high priority for GoM and DPs. The AIMS is being developed as a system to capture a full picture of international aid inflows to Myanmar. It requires regular updates from DPs—at least twice a year (March and September) or more frequently, dependent on the fluidity of the assistance. The system is maintained by FERD.

Development Partners are expected to provide regular updates on their assistance portfolios, projects, and programs, in a uniform format designed by FERD and agreed with DPs. This is to enhance efficiency of aid allocation and transparency, as well as to ensure full alignment with Myanmar's national priorities, including the budget planning exercise. The AIMS will also deepen the quality of sector-level deliberations in SWGs, including discussions on division of labor and closer coordination or consolidation of different interventions. Finally, the AIMS will allow accurate and up-to-date reporting of the status of development cooperation.

4. A Broad Framework for Processing Development Assistance to Myanmar

As international assistance to Myanmar can take numerous forms, it is impossible to define one uniformly applicable process for formalizing an assistance agreement. What

is offered below covers two most common types of situations. The first set of steps is used to process projects funded by public sector loans or credits, which require parliamentary approval. The second set of steps is commonly used for processing grant-funded projects and programs, which do not require parliamentary approval. All projects funded by loans/credits and certain grant-funded projects also need to be included in the budget framework to allow disbursement. FERD will assist DPs in any specific situation to identify appropriate and mutually agreeable procedures.

4.1. Processing Loans/Credits to Myanmar

1. The concerned Line Ministry¹ (LM) and the lending agency first meet to discuss and agree on a proposal in consultation with the Ministry of National Planning and Economic Development (MNPED) and the Ministry of Finance (MoF).²
2. Once the proposal has been prepared, the concerned LM then submits the proposal to the Foreign Aid Management Working Committee (FAMWC) and Foreign Aid Management Central Committee (FAMCC) for approval.
3. Following FAMCC approval, MNPED informs the concerned LM of the FAMCC's decision.
4. The concerned LM (or in some cases MNPED) then requests MoF to submit a loan/credit proposal approval request to the Office of the President for submission to the Union Parliament.
5. Once the Union Parliament approves the loan/credit approval request, the Union Parliament informs the Office of the President who subsequently informs the MoF. Negotiations with the lending agency with respect to the loan/credit may then begin.
6. Negotiations with respect to the loan/credit should be led by the MoF Budget Department and, depending on the nature of the loan/credit, involve the Central Bank, the Office of the Union Attorney General Office, MNPED/FERD, Myanmar Foreign Trade Bank, Myanmar Economic Bank and relevant LMs.
7. Upon conclusion of negotiations, MoF submits the final loan/credit to the Cabinet.
8. Once Cabinet approves, the loan/credit agreement can be signed.³
9. Once signed the loan/credit becomes effective however activities financed by this loan/credit may only commence once these activities have been reflected in the State Budget.

¹ In all cases where the proposal is considered by the Government of Myanmar to be multi-

² A proposal may take the form of Minutes of Discussion, Project Appraisal Document, Credit Agreement or any other format jointly determined by the LM and the lending agency.

³ In the case of bilateral ODA loans, an Exchange of Notes is typically concluded before the signing of the loan/credit. In some cases, a broad Framework Agreement is first established before lending for specific projects is agreed.

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4.2. Processing Grant-Funded Projects in Myanmar

1. The Development Partner (DP) and the Line Ministry (LM) with which the DP wishes to pursue a grant-funded project/program (“project”) develop the specifics of the proposed project. In doing so, the DP and the LM need to follow the guidance given in this Guide in regard to the consistency with national priorities, consultations with relevant stakeholder groups, coordination with other DPs, and so on.
2. Once the DP and the LM reach an agreement, they prepare a draft Grant Agreement (sometimes known as the ‘Memorandum of Agreement’), with the following information in both English and Myanmar language:
 - Expected budget
 - Type of assistance
 - Overview of the project
 - Sectors and States/Regions and townships where the proposed project will operate
 - Potential partners (LMs, DPs, and INGOs/NGOs)
 - Expected project period
3. The draft Grant Agreement is sent to the following for comments:
 - Ministry of National Planning and Economic Development (MNPED)
 - Union Attorney General’s Office (UAGO)
 - Ministry of Finance
 - Other concerned ministries as needed
4. Upon approval by the FAMWC, the package, with a letter of approval from the FAMWC, is sent to the Foreign Aid Management Central Committee (FAMCC) for approval.
5. Once the FAMCC approves the draft Grant Agreement, the approval letter is sent to the LM. It is then the responsibility of the concerned LM to seek final sign-off and approval by the Cabinet.
6. Once Cabinet approves, the Grant Agreement is signed, and when the Agreement becomes effective, the project may commence.
7. Certain grant-funded projects, by virtue of their size, nature, or relevant legislation, must be included in the State Budget for their disbursement.

4.3. Humanitarian Assistance and Peace Building

GoM is committed to effective collaboration with DPs and INGOs through the coordination systems in place for humanitarian assistance and peace-building.

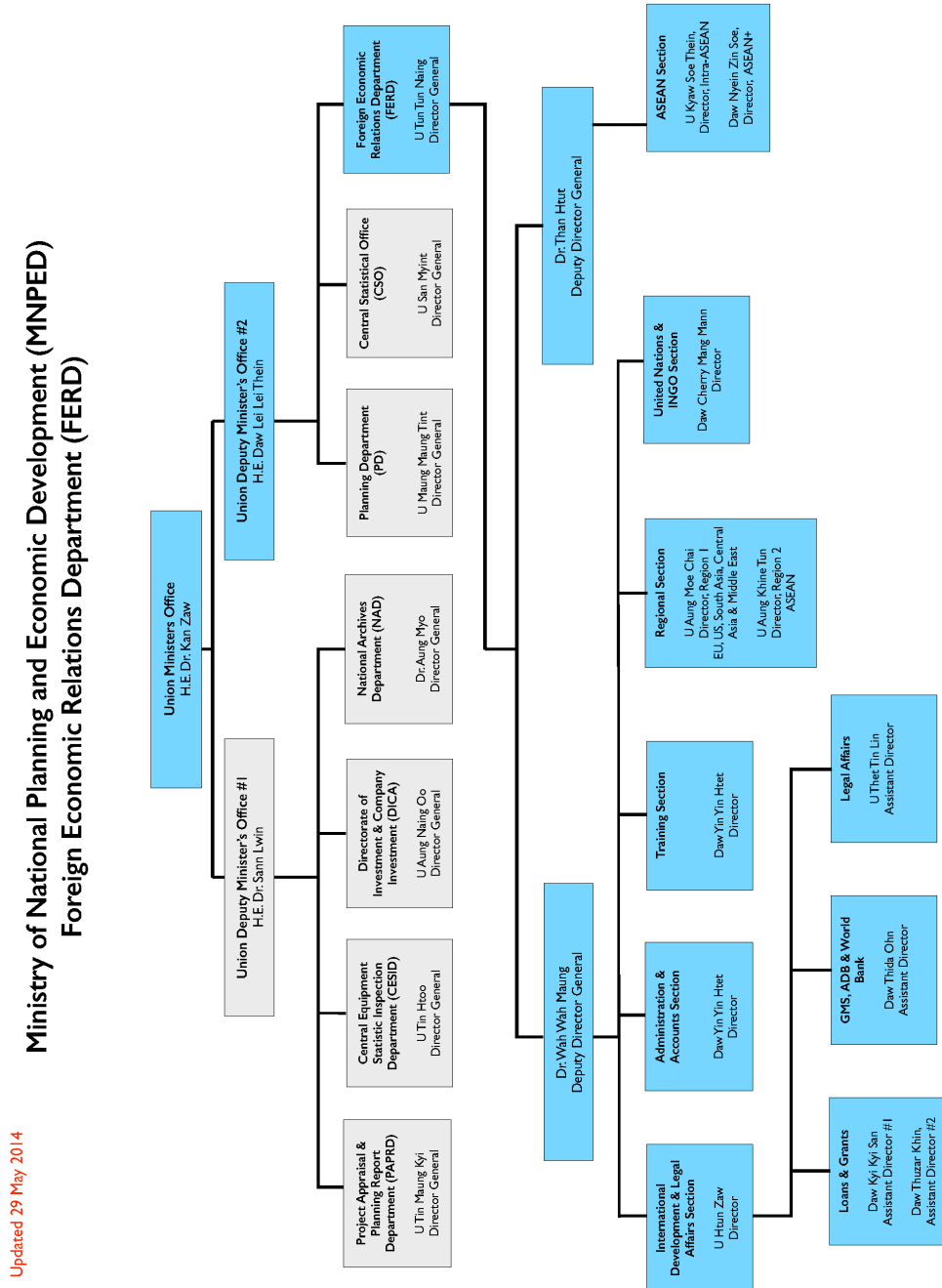
4.4. The Role of the National Parliament

The Government of Myanmar will ensure that the National Parliament receives the information on the international assistance to Myanmar regularly, in a clear and accessible format, including volume, nature, sources, and other characteristics as well as its effectiveness.

5. Conclusions

Myanmar's long-term growth will be driven by the private entrepreneurship and the regional and global economic and trade integration. Myanmar has a clear sense of where it is headed, as outlined in the national strategic planning documents. In the near term, however, Myanmar has much to gain from the goodwill of and international assistance from its development partners. Whether the prospective large inflows of aid will give a strong boost to Myanmar's development success, including lasting resolution of conflicts, will depend critically on how well GoM and DPs can work together to achieve high levels of development effectiveness. It is hoped that this Guide will provide a useful reference to that collaborative undertaking that will be so important for the future of Myanmar.

Annex 1: Organizational Structure of MNPED/FERD and FERD's Responsibilities



FERD's Responsibilities

In the areas of coordination with DPs and enhancement of aid effectiveness, FERD's responsibilities include the following:

- Maintain and update the Aid Information Management System (AIMS);
- Provide information and analyses required for portfolio management, budget formulation, programming, global surveys, etc., both within GoM, relevant DPs, and international bodies (such as OECD/DAC);
- Stay current on the changes in the international assistance landscape (structure, policies, modalities, legal requirements, priorities, new ideas for development, etc.) and their implications for Myanmar;
- Prepare forecasts on aid volumes and breakdowns to enable GoM to manage all public resources strategically and coherently. In particular, ensure close collaboration with the Ministry of Finance in this regard;
- Ensure international assistance (including from INGOs) is consistent with and supportive of national priorities and strategies. Actively engage with DPs in the necessary dialogue;
- Organize regular coordination meetings—at working and political levels—to foster mutual understanding between GoM and DPs, in regard to all pertinent aspects of reform and development;
- Prepare policy briefs for MNPED management and other offices;
- Participate in the formulation of DPs' partnership strategies and provide general oversight to their implementation;
- Participate in discussions and negotiations on all DP-supported projects and programs and ensure consistency with Myanmar's policies, laws, and regulations (including contracting procedures). Ensure all legal formalities are properly completed;
- Serve as the focal point for all inquiries from within and outside of GoM on all matters related to the international assistance to Myanmar;
- Communicate with line ministries to ensure pertinent information flows effectively between GoM and DPs in all areas;
- Update policies, guidelines, and procedures to enhance effective allocation and utilization of development assistance; and
- Maintain a repository of all main Myanmar-related reports and analyses produced by GoM, DPs, and other actors.

Annex 2: Guidelines for Use by Development Partners, and International Non-Governmental Organization Implementing Cooperation Programmes in Myanmar⁴

⁴ To be added, when updating is completed.