



Completion Report

Project Number: 46254-001
Technical Assistance Number: 8244
June 2017

Myanmar: Capacity Development and Institutional Support

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TA Number, Country, and Name :			Amount Approved: \$ 1,500,000.00	
TA 8244-MYA: Capacity Development and Institutional Support			Revised Amount: \$ 2,306,933.44	
Executing Agency: Ministry of National Planning and Economic Development (merged with the Ministry of Finance effective 01 April 2016 and became the Ministry of Planning and Finance.)		Source of Funding: TASF V \$ 590,000.00 TASF-Others \$ 1,500,000.00 Norway TA Grant \$ 216,933.44	Amount Undisbursed: \$ 55,933.74	Amount Utilized: \$ 2,250,999.70
TA Approval 3 Dec 2012	TA Signing 05 Feb 2013	Fielding of First Consultants: 10 Mar 2013	TA Completion Date Original: 30 Nov 2013 Actual: 30 Jun 2016 Account Closing Date Original: 30 Nov 2013 Actual: 7 Feb 2017	
<p>Description: The TA was to support the Government of Union of the Republic of Myanmar's (the government) reform agenda by strengthening the capacity of the government to develop and implement policies. A combination of policy advice, learning programs, workshops and seminars, and exposure or experiences from neighboring countries that faced similar challenges were to be provided. The areas to be covered by the TA were (i) macroeconomics, development planning, and statistics; (ii) energy; (iii) transport; (iv) agriculture and natural resources; and (v) urban development and water supply and sanitation.</p> <p>Expected Impact, Outcome and Outputs: The expected impact of the TA was the successful processing and implementation of effective and efficient policies and strategies, and investment projects in the target sectors. The outcome was for participating ministries to adopt effective and efficient policies, strategies, plans, laws, or regulations in their sectors. The TA has initiated the process to identify and address policy and institutional issues at the sector level, with the support of ADB and other development partners. The outputs were (i) strengthened institutional capacity of the ministries to design policies and strategies (ii) government officials acquire knowledge and develop skills and (iii) good practices, lessons learned and experiences from other countries are disseminate.</p> <p>Delivery of Inputs and Conduct of Activities: The TA was formulated and designed to support the government's wide-ranging set of reforms by providing capacity development of civil servants and strengthening public institutions that will create a critical mass of civil servants to initiate the reform process and sustain the capacity development initiatives. At the time of TA approval in December 2012, the Thailand Resident Mission had administrative responsibility over the TA's implementation. On 26 March 2013, administration and monitoring of the TA was transferred to the Extended Mission to Myanmar and subsequently to the Myanmar Resident Mission (MYRM). The MYRM provided efficient and effective monitoring of the TA and provided timely advice and approvals. The performance of ADB is assessed as <i>satisfactory</i>.</p> <p>The Ministry of Planning and Economic Development (MNPED), known as the Ministry of Planning and Finance (MOPF) effective 1 April 2016, was the executing agency (EA). The activities of the TA commenced on 10 March 2013 with the fielding of the urban development consultant to work with the Ministry of Construction (MOC) in developing and implementing policies through a combination of policy advice, learning programs, and workshops and seminars. Consultants for macroeconomics, development planning, and statistics, energy, and transport were mobilized soon after. It was decided that the agriculture sector was to be covered by TA 8583-MYA: Preparing the Irrigation Command Area Development Project (2013), and TA 8786-MYA: Environmental Safeguard Institutional Strengthening (2014). The government provided support in the form of counterpart salaries and office space. The participating ministries for the different sectors showed strong project ownership. There was high participation in workshops and training programs and the EA assisted in coordinating major workshops such as the Development Coordination Forum. The performance of the EA is assessed as <i>satisfactory</i>.</p> <p>Overall, the consultants' performance is assessed as <i>satisfactory</i>. There was close coordination with counterpart ministries, they performed their tasks adequately in terms of policy guidance, conducted workshops and stakeholder consultations, and submitted reports on a timely basis. Key inputs of the consultants were also used by the sector ministries in their policy and strategy development, and planning and project formulation.</p> <p>By December 2013, the TA amount was increased by \$890,000 (TASF V \$590,000 and Norway TA grant \$300,000). The Norway grant was financed to support additional consultant inputs in the power and urban sectors, as well as additional short-term advisors. The activities supported by the Norway grant were completed in August 2015 and financially closed on 28 September 2015. The amount of \$83,066.56 of the Norwegian grant was not utilized and thus the amount utilised under Norway grant was \$216,933.44.</p>				

Due to the delays in government approvals and several scope changes, the TA closing was extended three times from the original closing date of 30 November 2013. The final date of completion of TA activities was 30 June 2016.

Evaluation of Outputs and Achievement of Outcome: The TA's two major outputs were achieved for four of the five sectors identified. The third output (good practices, lessons learned and experiences from other countries disseminated) was only partly achieved since the planned out-of-country training programs were not organized. In the energy sector, an institutional assessment report was prepared that identified reforms and training needs to enable Myanmar to face the challenge of providing electricity for economic growth and a reasonable quality of life for the people of Myanmar. In the transport sector, advice was on transport sector modernization strategies, including policy reforms, institutional changes and investment requirements. A transport sector policy note was published that focused on subsector strategies and thematic strategies. In macroeconomic planning and statistics, advisory services were provided to the Central Statistical Organization on the launching of the National Strategy for the Development of Statistics in Myanmar. Papers and reports laying down options and outline for a Statistics Act and an assessment of Myanmar's National Statistical System with suggestions for institutional reforms, capacity building, and data dissemination were prepared. Advice was likewise provided to MNPED in the restructuring of the Medium-Term National Plan 2011/12-2-15/16 and the Long-Term National Comprehensive Development Plan 2011/12-2030/31. Management training workshops were held. For the urban sector, a seminar at MOC was organized during which the Urban Development Policy discussion paper was presented together with the steps for implementing the proposed revised planning system. Myanmar's progress in urban development was presented at ADB Headquarters.

Among the strategic sectors important for Myanmar's development, this TA has focused on transport, energy, urban development and agriculture due to the priorities of the government and ADB, from the preliminary assessments results conducted by ADB. This TA has been useful for the preparation of prefeasibility studies, financial analysis and capacity building of key ministries, leading to viable investment projects identified in transport, energy, urban and community based rural development projects. However, although ADB and other Development Partners have responded with significant assistance, there are still many challenges in the effectiveness of development assistance due to limited government absorptive capacity, project implementation capacity and experience.

All outputs were satisfactorily achieved and provided considerable assistance to the government with needs assessment, policy analysis and planning. They also directly contributed to the institutional capacity in formulating, and implementing effective and efficient sector policies and strategies. Overall, TA fund utilization was over 97%.

Overall Assessment and Rating: Overall, the TA is assessed as *successful*. The TA was aligned with the government's national policies and programs. ADB's interim operational strategy for Myanmar also supported government's reform programs. The TA outputs achieved the intended outcome. Although delays were experienced during implementation due in large part to delays in securing government clearances, the deliverables by the consultants were achieved within the respective timeframes and budgets. The outcomes are *likely sustainable* in part due to the strong government ownership, and partly because of the demonstrated pace of reform implementation.

Major Lessons: The delays in securing government approvals were due to the teething problems brought about by years of economic and political isolation. It would have been useful if, at the TA preparation stage all steps for TA implementation were identified including time needed at each stage to complete the action. Several minor changes in scope resulted during implementation to accommodate additional activities and materials to support government reform in conflict sensitive areas and to finance workshop and seminar materials for enhancing awareness among different stakeholders. With better needs assessment, the TA design could have closed the gap between planned activities and needed activities to support the intended outcome. The scope changes and nature of the umbrella TA covering multiple sectors resulted in an increase in the number of contracts for consultants, and lower efficiency in terms of administration, implementation and complex contract arrangements. MYRM delegation helped address this.

Recommendations and Follow-Up Actions: ADB approved a follow-up TA on 29 January 2016 for Capacity Development for Project Implementation (TA 9074-MYA), at the request of the government, to further its management of development assistance after the initial reengagement period. The TA will contribute to project implementation improvements, such as project administration, financial management and procurement, social safeguards, civil society engagement, conflict sensitive approaches and stakeholder consultation. This follow-up TA should ensure that the gains from TA 8244-MYA will be sustained. ADB should also continue with capacity and institutional development support for the implementation of the country partnership strategy 2017–2020 in general and for the institutional strengthening of other sectors in particular. Further, when projects are designed for this purpose, ADB should ensure that conflict sensitivity and other thematic areas are integrated.

TA = technical assistance

Prepared by: Kyaw Thu

Designation and Division: Infrastructure Specialist, MYRM