



**Minutes of Meeting**  
**Steering Committee Meeting No. 18**  
**Thursday, December 18, 2008**  
**World Bank Office Jakarta, Bromo Meeting Rooms, 13<sup>th</sup> Floor**

## **Summary**

### **MDF Governance Handover**

The Steering Committee highlighted the success of the leadership of Mr. Kuntoro Mangkusubroto on the reconstruction efforts in Aceh and Nias and the MDF. The Committee acknowledged and appreciated the handover of the co-chairmanship of the Steering Committee of MDF from Mr. Kuntoro, Head of BRR to Mr. Paskah Suzetta, Chairman of BAPPENAS. Mr. Irwandi Yusuf, Governor of Aceh was formally invited to co-chair the Steering Committee of the MDF

### **BRR's Transition and outstanding matters**

The Secretariat of the MDF presented an overview of the governance structure of the MDF and the role BRR has played that will need to be replaced, given its departure. Also highlighted was the preparation underway by the project teams to address transition needs that includes institutional and co-financing arrangements, amendments to legal agreements and operational documents, and ensuring budgets for 2009. The execution and implementation roles of BRR will be taken over by line ministries and local government.

The BRR highlighted that the MDF for Aceh and Nias has been a very positive experience, and is considered one of the best trust funds in the world. Based on their four-year reconstruction efforts, BRR shared their experience and insight on how MDF can be improved and made more effective in the reconstruction process. Among the suggestions made by BRR is the need to be flexible and timely in processing projects and agreements. As Trustee, Mr. von Amsberg stated that the substantive lessons learned provided by BRR will be looked into in detail for discussion and invited BRR, donors and stakeholders to participate in the discussion.

MDF will continue to support the transition process as the plans have been laid out to support the transition arrangements and ensure implementation completion. MDF and its projects are going through major changes where it has been operating under a single leadership through BRR, and now passed on to many agencies. In some cases, requires complex arrangements and agreements to be in place.

### **MDF's Continued Role in Reconstruction and Programming of Remaining Funds**

Three sectors remain the main key areas for the use of MDF remaining funds: infrastructure, capacity building and economic development. BRR and Government of Aceh prioritized the infrastructure needs of roads and water and sanitation. Capacity building and economic livelihoods projects recommended by BRR and local government still need to be aligned. Additional funds may be available from projects with a reduction of targets based on Bappenas' revised Master Plan. Governor of Aceh remains committed to provide co-funding for MDF projects.

### **Key Decisions and Recommendations of Steering Committee**

- Bappenas will now assume co-chairmanship of the Steering Committee of the MDF, taking over from BRR. Governor of Aceh also joins the Steering Committee of the MDF as co-chair.
- Bappenas will now take over the roles and responsibilities of BRR in the governance of the MDF. Project execution and implementation roles of BRR will be handed over to line ministries and the local governments before BRR leaves in April 2009.
- To program the remaining MDF funds, a tentative pipeline was presented by both BRR and

## **Part A: Introductions and Remarks**

### **1. Welcome by MDF Co-Chair, Mr. Joachim von Amsberg, Country Director of the World Bank**

- Thanked Mr. Paskah Suzzetta, Chairman of Bappenas and Governor of Aceh, Yusuf Irwandi for attending the SCM and taking on the stewardship of the MDF on behalf of govt.
- Provided main agenda items for this meeting of the Steering Committee:
  - To review the status of MDF preparation for BRR's transition and its impact on the operations and portfolio of the MDF and its projects
  - Allocation of the remaining MDF funds based on the needs and priorities identified at the last SCM
  - Highlight the success of the current reconstruction progress
- Provided update on the progress of reconstruction in Aceh and Nias based on his visit with the World Bank Managing Director and other colleagues. Significant progress has been made even over the last few months as more families have settled into their houses, very successful waste management being implementation extended and roads being built.
- Highlighted the key factors of the success of the fourth year of Aceh rehabilitation and reconstruction and the MDF:
  - The leadership of the Indonesian government through BRR. As its mandate will end, BRR will hand over its co-chair in the MDF to Bappenas
  - The coordination of the international community needs as a whole, in support of responsible government agencies.

### **2. Pierre Philippe, MDF Co-Chair and European Commission Charge de Affaires**

- Welcomed Bappenas leadership in the MDF SCM, taking over BRR's role as Co-Chair of the MDF and appreciated Minister Suzetta's presence and expressed that this demonstrates the Gol's commitment to the MDF at the highest level.
- At the last SCM of the MDF, he commented on the outstanding performance of BRR and thanked him for his strong leadership and relationship for the last four years with the SC.
- Welcomed the Governor of Aceh back to the MDF in good health.
- The agenda in Aceh is moving from emergency reconstruction to longer term development. But challenges do lie ahead, also for MDF, for example on decisions to allocate the MDF's remaining funds and focus fully on implementation and the challenges there.
- Requested donor commitment to keep up the momentum of reconstruction in Aceh-Nias and monitor the performance of MDF projects. Some projects are facing challenges as reported by EC's ROM mission and may be reflected in the upcoming the Term Review of the MDF. He expressed need to focus on timely and effective implementation of projects, specially those addressing the needs of the local government.
- Commented on the MDF Secretariat also in transition. Following MDF Manager, Christian Rey's departure in June, Sarosh Khan took the helm and he thanked her for the support. He welcomed the new MDF Program Manager, Shamima Khan, who joined her position in mid-November.

### **3. Remarks by Mr. Irwandi Yusuf, Governor NAD**

- Provided an overview of the economy of Aceh. Despite positive trend of indicators, growth in 2008 has slowed down, especially due to the negative growth in trade. Thus he highlighted urgent need to seek ways to make current situation better and provide positive solutions.
- Emphasized that MDF projects have supported the Green Aceh strategy; waste management, community development, conservation, etc.
- Requested that current efforts be directed to support capacity building and better preparation for 2009 election. Other areas where support needed are rural infrastructure,

primary roads, bridges, water sanitation, economic development, fisheries, and agriculture.

- On transition, he has proposed to national government a provincial agency, BKRA with a mandate to coordination reconstruction upto to 2012, not 2009. Aceh reconstruction through 2012 will need continued support from MDF.
- He also sought Bappenas support for a MDF for Aceh Peace and Development, to extend support beyond the tsunami affected areas.
- Conveyed his sincere thanks to donors for their support for the last few years.

#### **4. BRR Remarks - Mr. Kuntoro Mangkusubroto, Head of the BRR NAD-Nias**

- BRR has been working in Aceh and Nias for the last four years and its mandate is coming to an end.
- Welcomed Mr. Paskah Suzetta to the MDF and highlighted that his leadership role in the advisory board for BRR. Thus his availability and involvement critical to GoI maintaining continuity on MDF's efforts
- There is continued need for support to Aceh and Nias by the international community. Funds of more than US\$ 690 million provided, of which almost US \$ 500 million is programmed.
- This forum has played an instrumental role. He quoted Jim Adams in stating that the MDF in Indonesia is the best in the world and BRR is proud to be a part of the MDF, and so should Joachim.
- This is a very dynamic forum, where BRR can have dialogue with Ambassadors, and heads of organizations on reconstruction activities, issues and challenges
- Bid farewell, stating that this SCM is the last meeting that BRR serves as co-chair. H expressed his willingness to always be with MDF and Aceh and Nias to support the reconstruction efforts of the Government of Indonesia and Aceh.and handed over the co-chairmanship to Bappenas and the Governor of Aceh
- Thanked everyone for their support to the reconstruction.

#### **5. Remarks from Mr. Paskah Suzetta, Chairman of Bappenas**

- Highlighted on the end of the rehabilitation and reconstruction of Aceh and Nias under BRR and the remaining responsibilities will be transferred to the line ministries and local governments.
- Provided information on the funding allocation of Rp 1.78 trillion to six line ministries and Rp. 1.663 trillion for local government, with support to Nias at Rp 277.45 billion
- Informed that rehabilitation and reconstruction targets have been achieved as planned, but some challenges still remain that caused delays and impede the completion of BRR's mandate. The continuation of rehabilitation and reconstruction will mostly be funded by MDF.
- Stated that MDF's remaining funds should be used according to Presidential Regulation No. 47, which identifies the types of activities to be supported.
- Emphasized that the Government of Indonesia is very committed to continuing to build on the success of the rehabilitation and reconstruction towards sustainable development and will support MDF's efforts to remain effective.
- Following BRR's closure, Bappenas has accepted the offer from the Head of BRR to take over BRR's role and position as co-chair of the MDF Steering Committee.
- Presented a number of recommendations: (1) the need to develop a collective understanding among relevant stakeholders and continue the intensive coordination through the Technical Review Group and Steering Committee of the MDF; (2) formulate the 2009 workplan for the continuation of rehabilitation and reconstruction; (3) conclude the transfer of assets implemented by BRR and other stakeholders; (4) coordinate and synchronize efforts of the central and local government, and other stakeholders; and (5) regularly coordinate during the transition phase, the closure of BRR and for mid to long term efforts.

#### **6. Remarks from Co-Chair, Joachim van Amsberg**

- Thanked Mr. Suzetta for his recommendations and demonstrated commitment to the MDF. This symbolizes the continued leadership of the government in the MDF and warmly welcomed Mr. Suzetta to the MDF.
- Emphasized the role of the country's leadership in the reconstruction efforts, which has been the critical success factor.
- Looking forward to the new governance headed by at the national government through Bappenas and the provincial government, led by the Governor of Aceh.

## **Part B: Multi Donor Fund Operations**

### **1. Approval of the Steering Committee Meeting no 17 Minutes of Meeting -- approved**

### **2. Notes from BRR on transition and outstanding matters**

#### **Mr. Kuntoro Mangkusubroto, Head of the BRR NAD-Nias**

He expressed BRR's views on managing multi donor funds, not only in Indonesia, but also around the world. The MDF is one of the best ways to manage rehabilitation and reconstruction efforts. It is an excellent forum, but frustrating at the beginning due to time taken when emergency needs for beneficiaries had to be met. However, in an emergency mode things were done and decisions were made quickly and the process moved fast. But as time proceeded, things changed. He reflected on several aspects of the MDF as follows (note: complete report is available on the secured MDF website):

- Co-financing seems to be a good format to deliver, but implementation was not easy. He welcomed the Governor of Aceh commitment for co-financing and suggested this be considered.
- Over the years, the MDF moved more into regular implementation approach, but Aceh and Nias were still in emergency response mode. MDF became slow in achieving results. Agreements and projects took too long to prepare and amend. Working relationship with ADB was also very difficult. ADB moved decision-making to Aceh and this made their projects move faster.
- The MDF should not be overly technical, insisting on log frames and procedures.
- BRR is the second largest contributor for the MDF. But as executor BRR had limited control but was fully accountable.
- Specific projects under UNDP have faced difficulties, but UNDP solved the issues and there was not a need to raise issues at a higher level.
- As some MDF projects such as SPADA faced challenges, sufficient attention was not paid to expediting the project. RALAS also faced challenges – but mainly due to performance of BPN.
- The World Bank, wearing multiple hats, as the secretariat, reconstruction bank and Trustee faces some challenges of delineating these roles.

He highlighted that the report was prepared only to be shared among the Steering Committee members for discussion and not for wider distribution, including the press. The report is developed to improve on the role of the trustees in the management of a trust fund. BRR understands that this MDF is the best and would like to contribute to a discussion to make it better.

BRR is proud that Governor of Papua visited Aceh with the intention to learn more about Aceh's reconstruction efforts and learn from BRR's experience. BRR achieved its success through trial and error. He acknowledges that it is easy to say what has been done, but not easy to take the responsibility for it.

#### **Mr. Amin Subekti, CFO, BRR**

Stated that this is the last presentation that the technical review team of the BRR to the MDF. BRR is closing down its operations. The treasury office of BRR closed on December 16, 2008. Mr. Subekti also reminded that at the closure of BRR as stated in the Presidential

Regulation in 2005, responsibility of incomplete reconstruction projects will move to the line ministries.

At the technical level, achievements of the BRR included:

- After four year effort, based on the benchmarks of the revised Master Plan, 90% of the targets have been reached. Total commitment is at US\$ 6.7 billion and disbursement at US\$ 5.4 billion (83%), with on-budget and on-treasury at 86%, on-budget off treasury at 93%, and off-budget at 80%. Government budget has reached disbursement of 96%.
- BRR made significant strides in compiling a database of reconstruction projects through the RAN database and its achievements have been recognized through the Future Government Technology Award.
- The State Budget Agency also provided performance report for BRR 'unqualified' opinion for 2006 and 2007. BRR is the only agency that manages more than 2 trillion Rupiah, compared to other agencies managing only billions of Rupiah.
- Announced that BRR also received recognition for being the most transparent agency by the Ministry of Empowerment of Civil Servants.

Issues to mitigate at the technical level include:

- MDF has seen relatively lower disbursement relative to the overall reconstruction efforts. The hope is that the quality factor placed in the projects will be a major benefit as the reconstruction is completed.
- IRFF is a key project of reconstruction and continues to face challenges. The preparation took longer than expected, thus BRR withdrew some of the sub-projects and reduced co-finance to US\$126 million. The grant agreement amendment reflecting this change has not been completed.
- Fundamental difference between BRR and MDF on the following issues: the difference in priority, fiduciary responsibility, understanding of project preparation, and remoteness of project managers.
- Pooling donors' funds has been critical to financing large-scale projects, but technical reviews become too time-consuming.
- Future business arrangements in the MDF should be in the culture of urgency in the reconstruction process. Projects should be result focused, not procedure focused. MDF should be the champion of innovation in international financial management.
- BRR has four years experience in coordinating and implementing projects and placed high value on donor harmonization. Based on the understanding of the Paris Declaration, suggested the MDF approach should shift from donor approach to government approach, which can be adapted broadly to any development efforts. The concept of trust (fund) imposes control and restricting responsibilities.
- BRR's assessment is a call for quality review at the highest levels of the World Bank and donor countries to continue to remain champions of international financial management.

#### **Response from MDF Co-Chair, Joachim van Amsberg**

- Stated that Mr. Kuntoro raised a number of issues that requires discussion beyond this SCM. He expressed his appreciation that Mr. Kuntoro's directness, impatience and candidness that has allowed BRR to deliver results on the ground and accepted his call and challenge to address the issues. This requires complementary information to be brought forth, shared and discussed further.
- Agreed to have a thorough review of the substantive issues raised and on how MDF can constructively learn. He agreed that some of the issues are transition related. A move from emergency situation with quick disbursement, mechanism of community involvement as a disaster response, to a more long term challenge in putting in place large scale infrastructure and economic livelihoods. The shift has definitely impacted procedures because of its complexity. As the MDF conducts this review, it will be in a position to convey that the procedures put in place have helped ensure cost-effective fiduciary and responsible implementation of projects.

- Reminded that MDF and its projects are going through a major change where it has been under a simple single leadership through BRR, and now being passed on to other agencies and may require a complex process to be put in place.
- The MDF and its secretariat will look into the issues and provide the opportunity for discussions.
- The IRFF project, with its complex arrangements, is now progressing faster, Work on the ground is taking place and agreement discussions are coming to a closure.

### 3. MDF Programming/pipeline

#### **Presentation from Government of Aceh – Irwandi Yusuf**

He outlined program priorities and highlighted that commitment of the Government of Aceh are on the following with sectoral allocations:

- Rural Infrastructure: road and bridges that are mainly in district and provincial roads and water and sanitation in 11 districts that cover close to 900,000 people (75%).
- Sectoral and general capacity building for districts and parliament (10%)
- Economic development; focusing on agriculture, estate crops and fisheries (15%)

All development programs should be relevant with Aceh's Green Economic Development and Investment Strategy

The Government of Aceh stated its commitment to continue reconstruction program in line with the government's revised master plan and provide program sharing to match donor funds.

#### **Presentation from Amin Subekti, CFO- BRR**

BRR suggested that to maximize the impact in the sectors that need additional funding, the focus should be in the following areas: infrastructure (roads & bridges, watsan), institutional development/capacity building, and economic development.

It is critical to provide enabling capacity to complement physical projects, and the use of remaining funds will enhance and sustain the skills and knowledge gained during reconstruction beyond BRR's lifespan.

The remaining US\$ 38.5 million (out of US\$ 57.4m, US\$ 13.9m committed to Nias Islands Transition Project and Tsunami Waste Management-TRWMP) is recommended to be allocated as follows: US\$ 33.1m for infrastructure, US\$ 3m for institutional development/capacity building , and US\$ 2.4m for knowledge preservation. Additional funds that may be available from projects with reduced targets may be directed to needs in water and sanitation and extension of the Civil Society Strengthening (CSO) project.

#### **Update from the Secretariat, Shamima Khan, MDF Manager**

Provided a quick overview of the governance structure of the MDF and BRR's role in both MDF operations and portfolio; **operations** as Co-chair of the Steering Committee, member of Technical Review Group; **projects** in coordination, execution and implementation and the **Gol focal point** for MDF. At the project level, ten MDF projects are affected by BRR's transition: six projects with World Bank and four projects with UNDP as Partner Agency. She assured the committee that preparations for transition by project teams were well underway and the Secretariat was closely monitoring the progress.

In the programming of remaining funds, she highlighted BRR and Government of Aceh's priorities. She reminded the Committee that the MDF closes December, 2012 and projects implementation to close by June 2012. Therefore, it is critical to program remaining funds soon. The main strategy for the remaining allocation is to invest in enabling the Government of Aceh and Nias to effectively utilize their own resources.

#### **4. Comments from Committee Members**

##### **Governance**

Donors and observers congratulated Mr. Suzetta on his acceptance to co-chair the MDF. They also highlighted the importance of having the Governor of Aceh as the co-chair.

Donors and observers also thanked Mr. Kuntoro for his leadership and his team for their strong and active participation in the MDF. They acknowledged Mr. Kuntoro's tremendous commitment to the reconstruction process.

##### **Operations and Lessons Learned**

Netherlands: Mr. Kuntoro has proven his leadership by providing lessons learned that were drawn from the MDF operations. Look forward to the discussion on this as highlighted by Joachim.

##### CIDA

- Agreed with Pak Amin, BRR that MDF is a model on implementing the Paris Declaration for aid effectiveness. Canada is one of the first implementers of the declaration at the country level. The lessons learned provided will be helpful as we go forward with this agenda.

##### Håkan Björkman - UNDP

- BRR has successfully brought together many partners, such as the UNDP and World Bank to work together and has brought a strong implementation perspective. The lessons learned will help in achieving better results.

##### Mr. Rehan Kausar - ADB

- Thanked Mr. Kuntoro for his role in the MDF. The insights on the MDF operations as well on the transition will certainly be taken into account. Stated that donors will continue to support the MDF and BRR's transition.

##### Ms. Nurlisa Ginting, Representative of North Sumatra

- Highlighted the importance of ensuring a smooth transition in Nias local government, especially in the hand over of BRR's system and assets.
- Suggested MDF ensure that implementation of disaster risk reduction will have significant impact.

##### **Use of Remaining Funds**

##### CIDA

- Underscores the urgency to program the remaining funds and emphasized the importance of capacity building needs to be ensured in any project, also to include gender equality and support for Aceh Green Economic Development.

##### Håkan Björkman - UNDP

- Highlighted the importance of the idea to preserve knowledge; ie maintaining and disseminating to other organizations on the issues and solutions of project implementation challenges. This will be the legacy of BRR and will be a good investment for knowledge sharing.

##### Ms. Nurlisa Ginting, Representative of North Sumatra

In regards to programming, Nias and the provincial government proposed the following:

- Additional capacity building needs of local government
- Preservation of Nias heritage/culture to be considered with a budget of approx 1-2 million that could be added to the Nias Livelihoods and Economic Development project under preparation.

- Nias also be considered in the next wave of infrastructure projects

Mr. Frederik Van Der Vloodt, New Zealand

- Suggested a portion of the remaining funds be allocated for Nias.

Ms. Namiah Hasan, CSO

- Reminded the SC members that in approving the remaining funds to be allocated should also consider that many victims of the tsunami have not yet received houses. Emphasized that they still have the right to receiving houses.

**5. Final comments from Mr. Kuntoro Mangkusubroto, Head of the BRR NAD-Nias**

- Thanked everyone for their support in the reconstruction of Aceh and Nias.

**6. Wrap up from Mr. Joachim von Amsberg**

- The comments made by participants will be noted by the Secretariat. The comments will need to be discussed further, in particular regarding future programming.
- Highlighted the successful handover of the co-chair in the Steering Committee from BRR to Bappenas. Appreciated the efforts made by Mr. Kuntoro for his leadership and thanked Mr. Suzzeta in accepting the responsibility. Summarized that the co-chair will now consist of Bappenas, Governor of Aceh, the major donor EC, and World Bank as trustee.
- Commitment to oversee a smooth transition of the MDF programs remains as the plans have been laid out in this meeting. It is important to support the transition arrangements and ensure that implementation will be fully completed.
- The lessons on the MDF put out by BRR do require a discussion. There is a great deal of information that needs to be examined and brought forth and will warrant and generate a worthwhile discussion. He hoped BRR, donors and all stakeholders will participate in the discussion for a forward looking approach.
- He concluded the meeting by wishing everyone happy holidays.

## List of Attendance

| No. | Name                        | Organization                 |
|-----|-----------------------------|------------------------------|
| 1.  | Joachim von Amsberg         | World Bank                   |
| 2.  | Drh. Irwandi Yusuf MSc.     | Nanggroe Aceh Darussalam     |
| 3.  | Kuntoro Mangkusubroto       | BRR                          |
| 4.  | Drs. H. Paskah Suzetta; MBA | BAPPENAS                     |
| 5.  | Pierre Philippe             | European Commission          |
| 6.  | Shamima Khan                | MDF Secretariat              |
| 7.  | Christopher J. Hoban        | World Bank                   |
| 8.  | Muamar Vebry                | European Commission          |
| 9.  | AD. Koekkoek                | Embassy of Netherlands       |
| 10. | Hagar Ligtoet               | Embassy of Netherlands       |
| 11. | Kenny Dick                  | DFID                         |
| 12. | David Lloyd-Davies          | DFID                         |
| 13. | Patricia McCullagh          | Embassy of Canada            |
| 14. | David Fournier              | Embassy of Canada            |
| 15. | Per Karlsson                | Embassy of Sweden            |
| 16. | T. Mosberg -Stangeby        | Embassy of Norway            |
| 17. | Ulrich Sørensen             | Embassy of Denmark           |
| 18. | Ernst-H Zehrfeld            | Embassy of German/GTZ        |
| 19. | Marc Trenteseau             | Embassy of Belgium           |
| 20. | Rehan Kausar                | Asian Development Bank       |
| 21. | Aminul Huq                  | Asian Development Bank       |
| 22. | Jason Singer                | USAID                        |
| 23. | Stefan Lindström            | Embassy of Finland           |
| 24. | Frederik Van Der Vloodt     | Embassy of New Zealand       |
| 25. | Håkan Björkman              | UN                           |
| 26. | David Jackson               | UNDP                         |
| 27. | Simon Field                 | UNDP                         |
| 28. | Bernadette Whitelum         | UNDP                         |
| 29. | Oliver Lacey-Hall           | UNDP                         |
| 30. | H. Fadlullah Wilmot         | Muslim Aid                   |
| 31. | Saliza                      | Muslim Aid                   |
| 32. | Naimah Hasan                | Civil Society Representative |
| 33. | Humam Hamid                 | Civil Society Representative |
| 34. | Max Hasudungan Pohan        | BAPPENAS                     |
| 35. | Dewo Broto Joko Putranto    | BAPPENAS                     |

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| 36. | Suprayoga Hadi                      | BAPPENAS                     |
| 37. | Maurin Sitorus                      | Ministry of Finance          |
| 38. | Leni                                | Ministry of Finance          |
| 39. | Bambang Goeritno                    | Ministry of Public Works     |
| 40. | Djoko Murjanto                      | Ministry of Public Works     |
| 41. | Amin Subekti                        | BRR                          |
| 42. | Eddy Purwanto                       | BRR                          |
| 43. | Bill Nicol                          | BRR                          |
| 44. | Aichida UI-Aflaha                   | BRR                          |
| 45. | Iskandar                            | BRR                          |
| 46. | Nurlisa Ginting                     | North Sumatra Representative |
| 47. | Dr. Ir. Muhyan Yunan, MSc (Hw. Eng) | Nanggroe Aceh Darussalam     |
| 48. | Soeryadi                            | Nanggroe Aceh Darussalam     |
| 49. | Fauzi Umar                          | Nanggroe Aceh Darussalam     |
| 50. | Sarosh Khan                         | MDF Secretariat              |
| 51. | Safriza Sofyan                      | MDF Secretariat              |
| 52. | Nia Sarinastiti                     | MDF Secretariat              |
| 53. | Lanny Oktavia                       | MDF Secretariat              |
| 54. | Shaun Parker                        | MDF Secretariat              |
| 55. | Anita Kendrick                      | MDF Secretariat              |
| 56. | Geumala Yatim                       | MDF Secretariat              |
| 57. | Fabio Scarpello                     | MDF Secretariat              |