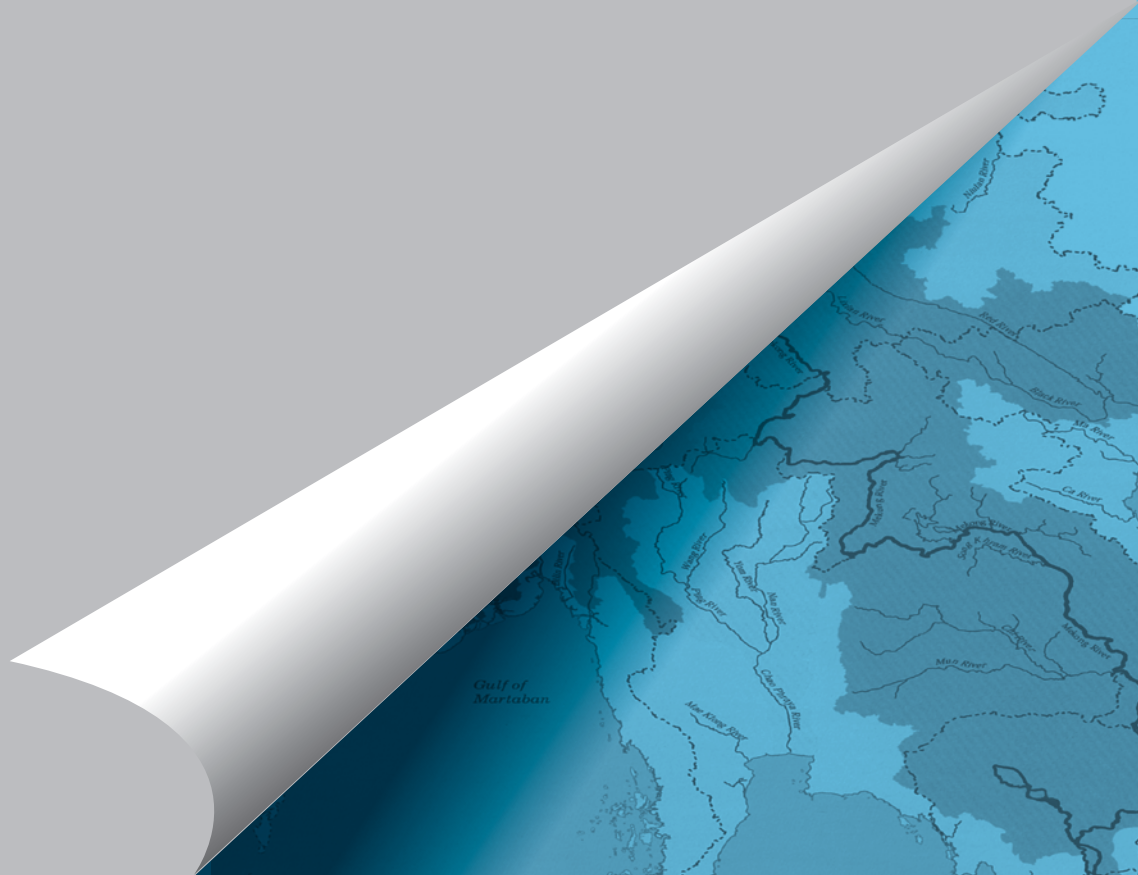




Annual Report 2007

Mekong Institute
Development & Cooperation





MI holds the distinction of being the only GMS-based development learning institute, founded by the six GMS governments, offering standard and on-demand human resource development programs focusing on regional cooperation and trans-national development.



Mekong Institute

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Acronyms used in this Report

ACMECS	Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy
ADB-PPP	Asian Development Bank–Phnom Penh Plan
ADPC	Asian Disaster Preparedness Center
APN-CAPaBLE	The Asia-Pacific Network for Global Change Research Scientific Capacity Building/Enhancement for Sustainable Development
CAs	MI National Coordinating Agencies
CESMED	Center for SME Growth and Development Finance
CPS	Colombo Plan Secretariat
EDC	Education Development Center
EDII	Entrepreneurship Development Institute of India
FDI	Foreign Direct Investment
GISD	Global Issues and Sustainable Development Division of SDC
GMS	Greater Mekong Sub-region
GMSARN	Greater Mekong Sub-region Academic and Research Network
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
HRD	Human Resource Development
IGO	Inter-Governmental Organization
ILO	International Labor Organization
IWEP	Institute of World Economics and Politics
MI	Mekong Institute
MIRAC	Mekong Institute Research Advisory Committee
MRC	Mekong River Commission
NZAID	New Zealand’s International Aid and Development Agency
ROC	Regional Operation Center, Khon Kaen University
SDC	Swiss Agency for Development and Cooperation
TICA	Thailand International Development Cooperation Agency
YNPG	Yunnan Power Grid Corporation
YPG	Yunnan Provincial Government
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIAP	United Nations Inter-Agency Project on Human Trafficking in the Greater Mekong Sub-region
UNIDO	United Nations Industrial Development Organization



Foreword



For more than a decade, the Mekong Institute (MI) has played a key role in developing the human resources of the Greater Mekong Sub-region (GMS) and improving cooperation among the local countries. Over the years, MI's learning programs have been continuously improved and broadened to meet the increasing and changing human resource development (HRD) needs of GMS organizations during the current rapid regional development. MI's provision of high quality, relevant HRD programs, together with research and policy advice on current issues in the GMS region, has earned it a reputation as a regional training organization for GMS development and cooperation.

On July 17, 2007, the Thai Government approved the MI Headquarters Agreement to recognize the Institute as an Inter-Governmental Organization (IGO) under Thai law. Then on August 8, 2007, Thailand International Development Cooperation Agency (TICA), on behalf of the Royal Thai Government, and MI co-signed the Headquarters Agreement at the Ministry of Foreign Affairs in Bangkok. This status places MI in an advantageous position to facilitate regional development, cooperation and integration through HRD programs, GMS-focused research and policy dialogues.

As an autonomous organization, MI must now compete in dynamic, turbulent and uncertain environments and establish itself as a customer-driven and financially-sustainable regional capacity development institution.

2007 was a very productive year for MI and numerous HRD activities took place, including These included a professional development series, regional policy dialogue, GMS-focused research, partnership and networking and special programs. These activities were designed to serve the development needs of the GMS member countries, and respond to the requirements of MI's stakeholders, including donors and development partners.

This report also contains information on official functions organized in 2007, including MI Council Meetings, MI Steering Committee Meetings and the MI Stakeholder Consultative Meeting. The 2008 Annual Operational Plan and Budget are also introduced to the readers to familiarize them with MI's activities in 2008, and the 2008 operating budget.

Dr Suchat Katima
Director



Message from the Council Chairman



It is now 15 years since the six governments, namely Cambodia, Lao PDR, Myanmar, Thailand, Vietnam and Yunnan Province of China, joined in a spirit of economic cooperation and integration for the development of the Greater Mekong Sub-region (GMS). Historical conflict and mistrust have been replaced with connectivity, joint competitiveness, and community building.

This is a young region, full of potential. The median age of its 320 million local people is 26 years, at least a decade younger than their First World peers. Literacy is generally very high, and access to education is growing, but, internationally-competitive, high quality human resource development (HRD) is critical for the future of the GMS.

The collective aim of pro-poor development is inextricably linked with public sector reform, rural development and other regional challenges, which require a well-educated and well trained workforce. Thus, HRD and the commitment to a regional approach to development have become, and continued to be, essential for the future of the GMS.

For more than a decade, the Mekong Institute (MI) has played a key role in moving the GMS to this point. MI has developed, updated and broadened our range of HRD courses to meet the needs of our stakeholders. MI's provision

of high quality, relevant HRD programs, together with research and policy advice on current issues in the GMS region, means it is now known as a regional center of excellence. It was, therefore, with great pride that MI signed the agreement with the Royal Thai Government in August 2007 to signify the Institute's official conversion to an Inter-Governmental Organization (IGO).

The GMS is developing at an impressive rate. Economic growth has averaged 6% annually in recent years. Regional cooperation and integration is improving the lives of the millions of people. However, equitable development and sustainable prosperity is hindered by persistent poverty.

The 3rd GMS Summit resulted in the Plan of Action for 2008-2012. The intended improvements in the areas of transport, communications, energy, environmental protection, sustainable tourism, education, health and labor, communicable diseases and trade procedures are undeniably ambitious. But, ambitious is what we all must be, if the GMS is to fulfill its potential and become a "hub of development in Asia".

MI was established to be governed by the GMS countries, for the GMS countries. We will continue to work for the betterment of this region and train our young people for the future.

Mr. Hoang Viet Khang
MI Council Chairman



Annual Report 2007

MEKONG INSTITUTE



Mekong Institute

1





Mekong Institute



About MI

The Mekong Institute (MI) is an independent Inter-Governmental Organization (IGO) working in the Greater Mekong Sub-region (GMS). MI works closely with the governments of Cambodia, Myanmar, Lao PDR, Thailand, Vietnam and China (Yunnan Province) to develop and deliver high quality, appropriate and timely human resource development (HRD) programs. Through HRD and capacity building, MI works to eradicate poverty through sustainable economic and social development, regional cooperation and integration. Its clientele comprises middle to senior level governmental, private sector representatives and individuals involved in regional development. MI is situated on the campus of Khon Kaen University at the heart of the GMS.

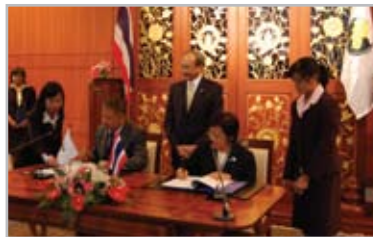
History

The New Zealand Government created MI which has evolved into a regionally-governed, autonomous institution as a development assistance project for the GMS countries in 1996.

NZAID, the Thai Government, Khon Kaen University and other national and international partner agencies funded MI from its inception until 2003. During this period, MI's advisory committees, GMS government representatives, NZAID and other stakeholders collaborated to develop the MI Charter.

This document legitimized MI as an IGO, to be governed by the six GMS countries, when it was signed in 2003. The Charter transformed MI into an autonomous, international organization.

Guided by the Charter, MI is implementing its Strategic Plan 2005-2010, to transform the Institute from a development assistance project into an independent, sustainable training organization.



MI is governed by the GMS countries, and works for them. Its strength lies in its access to local officials and organizations, network of more than 2,700 alumni and national coordinating agencies, and its regionally-focused HRD programs.

Over the years, MI has made significant improvements to its programs, established a GMS-focused research network, and initiated regional policy forum dialogues and private sector initiatives in collaboration with the GMS Business Forum.

On July 17, 2007, the Thai Government approved the MI Headquarters Agreement to recognize the Institute as an IGO under local law. This status places MI in an advantageous position to facilitate regional development, cooperation and integration through HRD programs, GMS-focused research and policy dialogues.

■ Revised and Updated Strategic Plan 2005-2010 and Business Plan 2008-2010

MI is currently implementing the Strategic Plan 2005-2010, the underlying principle of which is that MI is shared resource, governed by the GMS countries.

The Plan is designed to promote the mission of MI, which is to contribute, through HRD and capacity building, to the acceleration of sustainable economic and social development and poverty alleviation in the GMS and promote regional cooperation and integration.

It focuses on the role of MI as a market-driven and financially-sustainable institution, rather than a reactionary and donor-driven body. This strategy is required to serve the needs and priorities of the GMS countries as the primary customers. MI also needs to partner with a variety of organizations in each GMS country, to secure funding for participation in MI's programs.

In July 2007, the Council directed the MI Secretariat to refine the Plan, because it wished to see the Strategic Operation framework, which had been updated to serve the MI mission and the development needs of the GMS countries. The Secretariat is implementing the revision through the development of a three-to-five year business plan.

This new plan, the Business Plan 2008-2010, identifies two key strategic goals for the period: improving organizational capacity for regional cooperation, and attaining financial sustainability. The strategic objectives have been developed to support these goals.

Vision

MI's vision is to be a leader in accelerating regional social and economic development in the GMS.

Mission

MI's mission is to contribute through HRD and capacity building to the acceleration of sustainable economic and social development and poverty alleviation in the GMS and promote regional cooperation and integration.

Strategic Goal

MI's strategic goal is to be recognized as a centre of excellence for high quality and relevant human resource and professional development programs, focused on GMS cooperation and integration.



>> Strategic Objectives

- To develop, promote and deliver high quality learning programs and services, which are focused on appropriate senior and mid-level government officials and private sector representatives of GMS countries, and designed to create a common understanding of regional development, cooperation and integration
- To achieve financial sustainability through diversified funding from multiple sources
- To achieve high standards and continuous improvement in the efficiency and effectiveness of internal operations
- To enhance the role of MI as an IGO by improving the quality of its human resources, achieving a balanced representation of GMS professional staff and creating an excellent working environment

>> MI Operational Framework

MI's capacity building activities include Learning Programs, Regional Workshops, Meetings and Policy Dialogues, and GMS-focused research in areas of GMS priority development, as identified by the stakeholders. It also provides Special Focus Learning Programs or Customized Training Courses as required by clients. As approved by the MI Council in December 2007, all MI products and services will be developed around the following four thematic areas:



Public Sector Reform and Good Governance

- Leadership in Public Service Reform
- Leadership in Competitive Enterprises
- Donor Assistance Management and Aid Effectiveness



Rural Development and Project Management

- Trans-boundary/Regional Project Management
- Project Feasibility and Design
- Project Planning and Development
- Project Execution, Implementation and Reporting
- Results-based Project Monitoring and Evaluation
- Rural Development
- Income Generation and Poverty Reduction



Trade and Investment Facilitation and SME Development

- Enhancing Entrepreneurship
- SME Cluster Development and Export Consortia
- Trade and Investment Facilitation
- Trade Negotiation



Effective Regional Cooperation

- Tourism: Approach to Regional Development
- Human Migration Management
- Conflict Management for Effective Regional Cooperation
- Economic Corridor Social Impacts Mitigation and Management
- Strategic HRD for Effective Regional Cooperation

Governance and Management

MI operates under the MI Charter, which came into force when it was signed by the six governments of the GMS in 2003. It states that the Institute operates as an autonomous institution under the governance of the Council and Steering Committee.

>> Council

The Council is the supreme decision-making body of the Institute and its functions are to approve the Strategic Plan and Budget and consider the recommendations submitted by Steering Committee. This year, 2007, marked the handover of the Chairmanship of the MI Council to Vietnam.



>> Council Members

1. **Mr. Hoang Viet Khang**
Chairman of the Council
Deputy Director-General
Foreign Economic Relations Department
Hanoi, Vietnam
2. **Dr. Tej Bunnag**
Honorary Advisor
Advisor
Office of His Majesty's Principal
Private Secretary
The Grand Palace
Bangkok, Thailand
3. **H.E. Ngo Hongly**
Council Member
Secretary-General
Council for Administrative Reform
The Office of the Council Ministers
Phnom Penh, Cambodia
4. **Mr. Liu Ping**
Council Member
Vice-Governor of Yunnan Province
Yunnan Province, PR China
5. **Mr. Somchith Inthamith**
Council Member
Director-General
Department of Economic Affairs
Vientiane, Lao PDR

>> Steering Committee

The Steering Committee's primary function is to provide guidance on policy, strategy and funding, appraise the performance of the Institute and its management staff, and submit recommendations to the Council. The Steering Committee reports its activities and deliberations to the Council for acknowledgement and consideration.



>> Steering Committee Members

1. **Dr. Narongchai Akrasanee**
Chairman of Steering Committee
Chairman of Seranee Holdings Co., Ltd.
Bangkok, Thailand
2. **Mr. Chhuon Chham**
Committee Member
Deputy Secretary-General
Council for Administrative Reform
The Office of the Council Ministers
Phnom Penh, Cambodia
3. **Mr. Diao Minsheng**
Committee Member
Permanent Representative of China
to ESCAP
Chinese Embassy
Bangkok, Thailand
4. **Mr. Latsamy Keomany**
Committee Member
Director-General
Department of Economic Affairs
Vientiane, Lao PDR
5. **Daw Than Than Lin**
Committee Member
Director, Foreign Economic
Relations Department
Ministry of National Planning &
Economic Development
Nay Pyi Taw, Myanmar
6. **Ms. Suchada Thaibunthao**
Committee Member
Director, Thai Cooperation Branch I
Thailand International Development
Cooperation Agency
Bangkok, Thailand
7. **Mrs. Nguyen Thi Thanh Phuong**
Committee Member
Director, Foreign Economic Relations Division
Ministry of Planning and Investment
Hanoi, Vietnam
8. **Dr. Suchat Katima**
Committee Member and Secretary
Director
Mekong Institute, Khon Kaen, Thailand

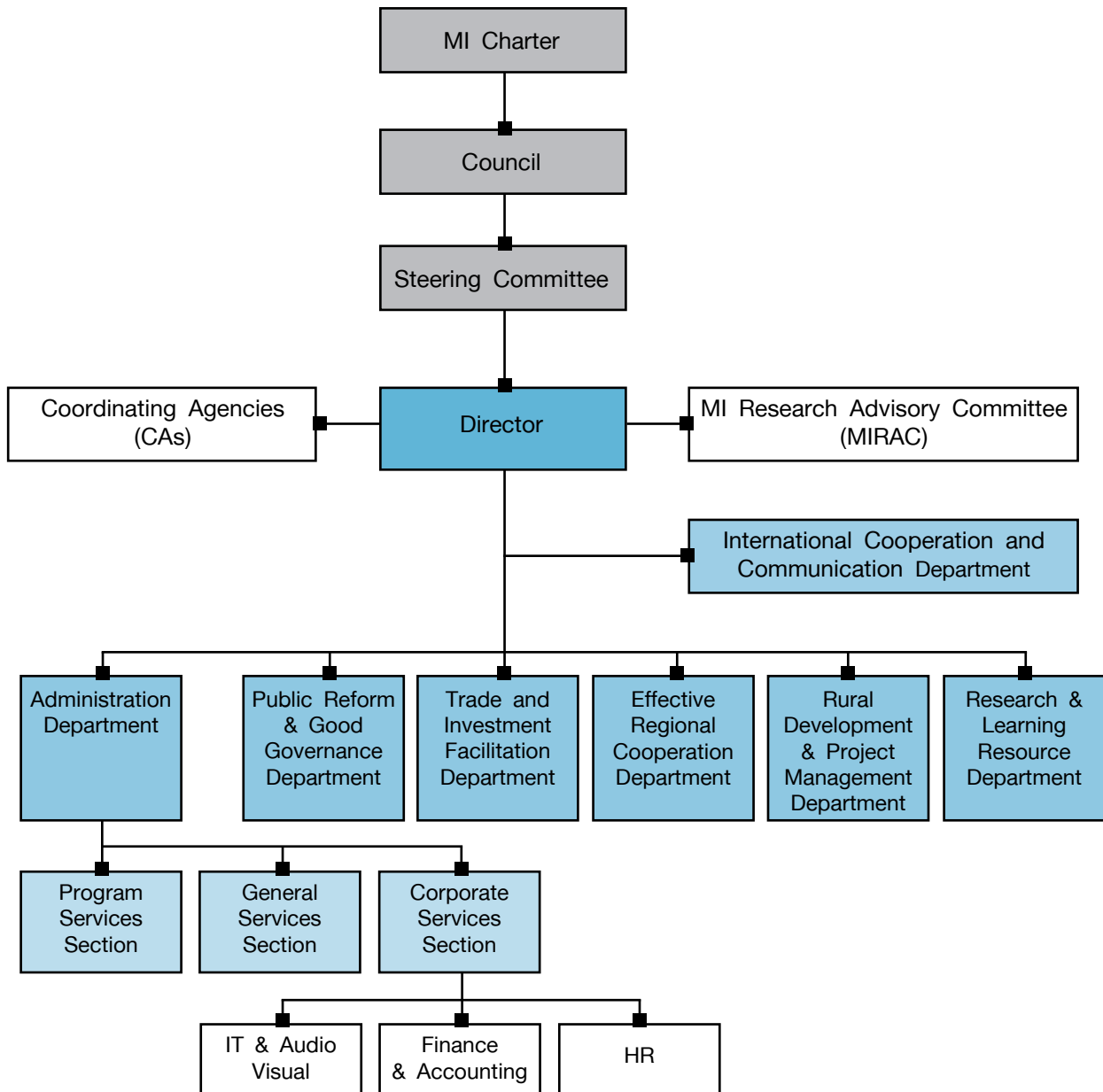
>> List of MI Staff as of 31st December 2007

Name	Position	Nationality
1. Dr. Suchat Katima	Director	Thai
2. Mr. Pakpoom Teranantana	Administration Director	Thai
3. Ms. Cholthicha Ruamsillapa	Program Manager	Thai
4. Ms. Sanda Thant	Program Manager	Myanmar
5. Dr. Jharendu Pant	Program Manager	Nepalese
6. Mr. Sa-nga Sattanun	Program Administrator	Thai
7. Ms. Nisarawan Paiboonpornpong	Program Administrator	Thai
8. Ms. Trinh Thi Khanh Chi	Program Administrator	Vietnamese
9. Mr. Bhoj Raj Khanal	Research Manager	Nepalese
10. Mr. Samart Pola	Research & Information Officer	Thai
11. Ms. La Thi Nga	Program Assistant	Vietnamese
12. Mr. Phitsanu Thepthong	Communication and Publication Officer	Thai
13. Ms. Siriluck Champasri	Senior Program Administrator (Event Coordinator)	Thai
14. Ms. Pornwilai Pumira	Executive Assistant	Thai
15. Mr. Akasit Thipsaenprom	Information Technology Services Officer	Thai
16. Mr. Nopparat Rattanapratum	Information Technology Services Officer	Thai
17. Ms. Pimpitcha Promsuwan	Finance Officer	Thai
18. Ms. Viyada Chantao	Accounting Officer	Thai
19. Ms. Arunrung Konpoodproa	Accounting Officer	Thai
20. Ms. Prakrongsapt Siriwattanametanon	Administration Officer	Thai
21. Ms. Amornrat Sattanun	Administration Officer	Thai
22. Ms. Pranee Luangchaisri	Administration Officer	Thai
23. Ms. Huong Do Thi Tui	Program Support Officer (Front Desk)	Vietnamese
24. Ms. Kongsin Heebkaew	Senior House Keeper	Thai
25. Ms. Nookhai Namchalee	House Keeper	Thai
26. Mr. Wittawat Saenyamol	Driver	Thai
27. Mr. Direk Aranmitr	Driver / General Clerk	Thai
28. Mr. Boonyarit Hachanon	Gardener	Thai



>> MI Organization Structure

(Approved by MI Council in December 2007)





Annual Report 2007

MEKONG INSTITUTE



2007 Performance

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>> 2007 Performance



■ Introduction

2007 was a very exciting year for MI. It started with the recruitment of the new Director/CEO, Dr. Suchat Katima, who took up the position in February. In July, following the MI Council Meeting, a Stakeholder Consultative Meeting entitled “A Major Step Beyond the Hanoi Plan of Action” was organized. More than 60 participants, representing MI’s key stakeholders in the region and beyond, attended.

2007 also saw the change in leadership of MI when Mr. Hoang Viet Khang of Vietnam took over the Chairmanship of the MI Council, from Dr. Tej Bunnag of Thailand. At the request of the Council, Dr. Tej remains as Honorary Advisor to the MI Council.

In August, with the approval of the Thai Cabinet, MI signed the Headquarters Agreement with the Thai Government. With this agreement, MI is given intergovernmental status with due rights and privileges under the Thai Law. In December, at the MI Council Meeting in Kunming City, the Council approved MI’s Business Plan for 2008–2010 and pledged to persuade their respective governments to support the mission and mandate of MI.

In 2007, MI secured strategic alliances and partnerships with a number of development partners: UNESCO in implementing an education planning program, Mekong Migration Network in developing and implementing cross-border migration management, Entrepreneurship Development Institute of India and GMS Business Forum in promoting SME Development, trade and facilitation, and Khon Kaen University’s Regional Operation Center in promoting trade and investment along the Economic Corridors.

MI hosted eight professional development series, four customized training courses, four regional seminars/policy dialogues and eight GMS-focused research projects.

■ Learning Programs

MI’s products and services include MI Core Learning Courses, or Professional Development Series, and customized learning programs to meet the needs of specific clients.

■ ■ MI Core Learning Courses

Course Title and Sponsor(s)	Objectives	Participants	Date
Managing Health Systems in the GMS (NZAID)	To enhance participants' knowledge and skills in managing health service reform in their respective countries.	13 health professionals and public health administrators from government agencies in six GMS countries.	Jan 9–Feb 2
Education Decentralization in the Context of Public Sector Management Reform (NZAID)	To acquaint participants with regional education development and the implications of on-going reforms, and to improve technical know-how by adapting the ANPRO model and sharing existing planning, budgeting and resourcing processes.	14 middle and senior level officials involved in education policy research in GMS countries.	Feb 13–Mar 2
Project Monitoring and Evaluation (TICA)	To enhance the participants' capacity for monitoring and evaluating development projects. M&E competencies include: 1. The ability to design and plan project and program using goal-oriented Project Planning tools and Logical Framework. 2. The ability to conduct baseline study, formulate objectively verifiable indicators and set means of verification, and use them as benchmarks for monitoring, reporting and project evaluation 3. The ability to use results-based monitoring and evaluation tools to assess project/program outputs, outcomes, and impacts.	22 participants from 15 developing countries in Asia, the Middle East and Africa.	Apr 23–May 11
Regional Cooperation in the Context of GMS (NZAID)	To develop the participants' appreciation of the importance of regional cooperation, as well as their capacities to assess, plan, and intensify sub-regional cooperation and development, in order to improve GMS cooperation and mutual development among the six member nations.	30 senior and middle-level officials involved in regional cooperation, planning, bilateral cooperation agreements, policy development and harmonization, law enforcement, customs, foreign investment, cross-border issues, and emergency forces.	Jun 25–Jul 13

Course Title and Sponsor(s)	Objectives	Participants	Date
Income Generation and Poverty Reduction for Development (TICA)	To assist the participants in analyzing poverty, understanding various poverty reduction strategies, and monitoring and evaluating poverty reduction interventions in diverse socio-economic and environmental contexts.	18 government officials from 12 developing countries in Asia, Africa, and South America.	Jul 24–Aug 11
Strategic Human Resource Development for Effective Regional Cooperation (YPG/NZAID)	To strengthen national HRD focal points and initiate a GMS HRD network to foster cooperation among the member countries, based on the principles of mutual and sustainable benefit, and to plan, implement, and evaluate organization and HRD programs.	24 participants from the six GMS countries who work in HRD fields, such as organizational development, manpower planning, staff development and career planning.	Nov 18–Dec 1
Enhancing Entrepreneurship in the GMS (SDC)	To encourage and empower the private sector to take up an advocacy role and develop modalities for the exchange of information on trade and export, and encourage networking and business-to-business transaction along the Economic Corridors.	29 participants from government agencies, private enterprise and national Chambers of Commerce from the six GMS countries.	Dec 3-10

■ ■ ■ Custom Courses

Title and Sponsor	Objectives	Participants	Dates
Combating Human Trafficking in the GMS (UNIAP) Three regional training courses were conducted in 2007	To provide knowledge and experiences for participants with a thorough grounding in the subject of human trafficking	Senior government officials who worked with Ministries or agencies responsible in whole, or in part, for counter-trafficking measures. 1st course = 30 2nd course = 31 3rd course = 32	Jan 15-23 Jun 19-27 Nov 5-13
Project Feasibility and Design (ADB-PPP)	To enhance the knowledge and skills of government officials in designing a development project and conducting feasibility study and analysis.	23 middle and senior government officials of six GMS countries involved in project design and planning.	Mar 12-23



Workshop and Policy Dialogues

Expert Group Meeting on Trade Facilitation and Logistics Capacity Building Activities for the GMS (May 11 – 13, 2007)

In cooperation with the GMS Business Forum and the ADB Private Sector Development Unit, MI organized an Expert Group Meeting on Trade Facilitation and Logistics Capacity Building Activities for the GMS from May 11 to 13, 2007. Ten experts from the government and private sectors participated in the meeting, representing ADB, GMS Business Forum, AMEICC/JODC, TNT, EWEC Research Director's Office, Northeastern Strategic Institute of Khon Kaen University, Chulalongkorn University, University of Thai Chamber of Commerce, Japan Institute of Logistics Systems, and Global Fleet Sales Co., Ltd. The objectives of the meeting were to identify priority capacity building needs for local authorities and transport operators to effectively realize the GMS Cross-Border Transportation Agreement (CBTA), and to draft a Plan of Action. The meeting was supported by NZAID.

Regional Support to Address Social Impacts of Infrastructure Corridors (June 14 – 16, 2007)

The Follow-up Policy Dialogue, entitled "Regional Support to Address Social Impacts of Infrastructure Corridors", was held at MI in Khon Kaen, Thailand from June 14 to 16, 2007, with support of the Rockefeller Foundation. Six MIRAC reports were presented in the meet-

ing along with other invited papers from the six GMS countries. The two-and-a-half-day meeting comprised: 1) research reports on the understanding and perceptions of local communities and institutions regarding the meaning and impacts of Economic Corridors; 2) risks and social impacts of the Corridors and reports on social action policies and plans of selected GMS countries. The synthesis offered suggestions on research concepts and methodologies to generate sound and solid data that will instruct policy formulation; 3) national social action policies and implementation plans. The Policy Dialogue Proceedings and Policy Brief on the Impacts were published and disseminated widely.

Follow-up Policy Dialogue on Trans-border Migration in the GMS (November 15 – 17, 2007)

MI organized a three-day follow-up regional policy formulation meeting (sub-regional policy dialogue) on Trans-border Migration in the Greater Mekong Sub-region from November 15 to 17, 2007, in Khon Kaen, Thailand, with the support of the Rockefeller Foundation. Forty-nine senior officials and managers of international organizations, NGOs and academic institutions participated in the dialogue. This policy dialogue's aim was to provide the updated status of policy implementation and monitoring mechanisms of the outcome of the first policy formulation meeting on Trans-border Migration in the GMS in February 2006. The overall objective of this workshop was to promote a better understanding among the policy makers



of issues on migration management within the GMS countries and to examine the need for sub-regional and bilateral policies to address the issues of trans-border migration.

Unleashing Entrepreneurship in the GMS (October 28 – November 1, 2007)

This regional workshop was organized by MI and the Entrepreneurship Development Institute of India (EDII). It was held in Vientiane, Lao PDR, from October 28 to November 1, 2007. Thirty-five participants, including senior government officials, representatives from national Chambers of Commerce, and NGOs involved in SME development in the GMS, attended the workshop. It was part of the GMS Entrepreneurship Development Program, funded by the Swiss Agency for Development and Cooperation, and co-implemented by MI and EDII under the South-South Cooperation Agreement.

GMS-focused Research <<

Roundtable Meeting

The Mekong Institute Research Advisory Committee (MIRAC) Roundtable Meeting was held on April 8 and 9, 2007, with the support of NZAID, to discuss the Research Consortium 2006 – 2007. Forty participants and researchers from the six GMS countries, New Zealand and Japan attended the meeting. The objectives of the meeting were to allow the GMS researchers to present research findings in the research forum, validate the research findings with GMS stakeholders, obtain feedback to revise the

research reports, and discuss and explore the opportunity to contribute research outputs to other MI programs. Two themes were chosen for the roundtable discussion based on the MIRAC Research Consortium 2006–2007: “Tourism” was Myanmar’s project, while the other five GMS countries chose “Economic Corridors of the GMS”. The meeting was held before the Second Meeting of the Mekong Institute Research Advisory Committee (April 10). At this MIRAC meeting, the committee discussed 2007 research themes and set the selection criteria for approving grants for GMS-focused research in 2007–2008.

Research Grants 2006 – 2007

GMS researchers completed six projects in the 2006–2007 year and published them in the MI Research Working Paper Series, in October 2007. The summary of the research findings are as follows:

Overview of GMS Tourism Special Reference to Myanmar Tourism

The paper regarded the GMS as single tourist destination and emphasized the need for infrastructure development (primary, secondary and tertiary levels) in Myanmar. This is the prime reason for the slow growth of Myanmar’s tourism sector, with economic sanctions an indirect cause. It gave a clear picture of Myanmar’s tourism industry and the political constraints as a major impediment to the enormous potential of Myanmar as a tourist destination.

Economic Corridors in Yunnan: Progress, Problems and Policy Implications

The paper encouraged confidence in the future, due to the relatively high level of completion and standards of the Economic Corridors (North-South Economic Corridor), infrastructure and government commitment through internal funding.

Kunming-Lao Cai-Hanoi-Hai Phong: Potential Constraints and Possible Impacts

The paper expressed concern about the “China-centric” focus on the Kunming-Lao Cai-Hekou-Hanoi Economic Corridor. It took a pragmatic approach, recommending infrastructure upgrades. It asserted the normative potentials and impacts as real, but accepted that the impacts are not concrete because the Corridor is not completed. It recognized the need for “hardware” and “software” of efficient border administration and ancillary services, and the role of local governments.

Contested Meanings and Expectations of the East-West Economic Corridor in Thailand

The Thailand section of the East-West Economic Corridor exists: the roads are not new, and the plan is to widen these roads. Concerns were raised about the potential economic, environmental, social and cultural impacts of a Corridor far from being fully operational.

Impact of the East-West Economic Corridor on Tertiary Business and Social Development of Savannakhet Province, Lao PDR

The paper expressed concern, but reported general enthusiasm for the Corridor. The first major segment of the East-West Economic Corridor has been completed in Lao PDR. Therefore, the country is eager to determine the impact of the corridor on existing tertiary businesses along its route, however small and scattered. Potential negative impacts and some methods of addressing them are incorporated into the recommendations.

Facts and Implications of the GMS Economic Corridors to Cambodia

The research report is cautionary. The lion’s share (62%) of the Southern Economic Corridor is in Cambodia, but it lacks the resources to create and support the infrastructure to bring about integrated development. The paper is concerned about potential environmental impacts, threats to archaeological sites and the phased impacts of the Economic Corridors.

■ Research Grants for 2007 – 2008: Research Proposals received for consideration for an MI Small Research Grant in 2007

- Clustering and Supply Chain Strategy for Myanmar Small and Medium Manufacturing Industries’ Development
- Potentiality of Community-Based Tourism in the Northern Economic Corridor of the Greater Mekong Sub-region: Cases of Chiang Khong District in Thailand and Luang Namtha District in Lao PDR
- An Analysis on Bac Giang Province’s Capacity of Attracting Local and Foreign Direct Investment (FDI)
- Social and Environmental Impacts of Border Trade in Sino-Vietnamese Border Areas on Border Communities, Case study in Lao Cai (Vietnam) and Hekou (Yunnan Province)
- An Assessment of the Kunming Sunshine Homeland Project in HIV/AIDS Prevention and Care
- The Potential of Garment Sector Investment in Rural Areas to Improve Socio-Economic Conditions of Migrants in Takhau District, Kandal Province, Cambodia
- The Constraints and Potentiality of Small and Medium Scale Enterprises’ Development in the Greater Mekong Sub-region: A Case in Cambodia
- Environmental Impacts of Rubber Tree Plantations in Lao PDR



■ Research Training

Regional Research Development and Research Methodology (December 17 – 29, 2006)

Under the supervision and guidance of MI's Research Advisory Committee, MI carries out field research and case studies on relevant issues of the four MI thematic areas. To ensure that the research and case studies are carried out professionally, MI conducted a practical research training course in December 2006 for young GMS researchers and professionals, as part of its capacity building strategy. It aimed at helping researchers address the GMS problems in its priority areas of research for 2007. Upon completion of the two-week training course, all participants had revised and improved their papers in terms of problem identification, research objectives, research hypotheses and condensed research plans for the sub-regional research. This course helped the researchers to complete their proposals and be ready to submit them to MI and other donor agencies. In 2007, eight research teams received small grants to conduct their research. These researchers presented their findings and recommendations at the MIRAC Round Table Meeting in the first quarter of 2008.

Assessing Sustainable Development in the GMS (May 21 – June 1, 2007)

A research training program, "Assessing Sustainable Development in the Greater Mekong Sub-region", was organized by MI and Liphe4 Scientific Association and ran from May 21 to June 1, 2007, as a part of the project entitled "Integrated Participatory Analysis of Sustainability in the GMS". Eleven resource persons and facilitators delivered the sessions during the two-week course to 19 participants from the GMS countries, and three from Japan. The participants' selection was based on a one-page essay on a sustainable development issue and their work experience, and decided upon by MI Research Advisory Committee members. The participants were separated into four small groups, based on their chosen issue, which included integrated assessment of community-based tourism, rural development and water, and organic agriculture development. At the end of the training, each group presented a detailed research proposal. This training was in partnership with the Asian Institute of Technology (Thailand), National University of Laos (Laos) and Wakayama University (Japan). The Asia Pacific Network for Global Change Research (APN)-CAPaBLE provided the financial support for the training.

■ Research Publication

MI Journal (Review of Development and Cooperation)

The Research and Learning Resource Department published its first MI journal, named "Review of Development and Cooperation", in December 2007. The journal is published once a year and independently supported by an international editorial board. Its focus is on the GMS, with contributions from similar groupings (such as East Asia), that seek to promote closer economic ties and development and sub-regional economic cooperation to facilitate sustainable economic growth and reduce poverty, also accepted. The first issue contained the following papers:

- Social Analysis of Transport Infrastructure: A Case Study of Funding Provision on Social Components for Local Communities in the Greater Mekong Sub-region
- Rural Manufacturing in Cambodia: A Complementary Approach to Landmine Casualty Reduction
- Doi Moi and Gaige Kaifang: A Comparative Analysis of Economic Reforms in Vietnam and the People’s Republic of China
- A Monetary Growth Model of a Small-Open Multi-Regional Economy
- Can Trade Spread Contagion? An Empirical Investigation
- Credit Accessibility of Small-Scale Farmers and Fisherfolk in the Philippines

In 2007, MI produced several hundred copies of Executive Summaries of the key discussions and results of each Research and Learning Resource Department course for distribution.

Table 1: Summary of Proceedings Prepared by Program in 2007

Title	Category	Date	Copies produced
Trans-border Migration in the GMS	Executive Summary	March 2007	200
Social and Environmental Impacts of Economic Corridors	Executive Summary	March 2007	400
Regional Support to Address Social Impacts of Infrastructure Corridors	Executive Summary	August 2007	200
Economic Corridors in the Balance: Challenges to Address Social Impacts of Infrastructure Development in the GMS	Policy Brief	October 2007	1000
Follow up Policy Dialogue on Trans-border Migration in the GMS	Dialogue Proceeding	December 2007	500

■ Policy Brief

A policy brief on the “Economic Corridors in the Balance: Challenges to Address Social Impacts of Infrastructure Development in the GMS” was published in October 2007, after the follow-up meeting on Regional Support to Address Social Impacts of Infrastructure Corridors. This policy brief examines funding provisions for social components of transport projects and whether there is lack of support for social mitigation, which contradicts the poverty alleviation argument of transport projects. The study aims to provide a comprehensive social analysis to compare the provision and practices of the transport projects in order to identify appropriate areas

for the transport sector to enhance the multi-dimension approach to reducing the social impacts. Transport interventions have generated wide-ranging effects on poor communities. Improved transport brings changes to peoples’ lives, particularly local communities and their access to new opportunities and services. Nonetheless, these changes do not always translate to positive outcomes, as there are also threats that come with improved transport, particularly social problems. Strategies to help local communities cope with social problems that result from improved transport are lacking.



Partnerships and Networking

In order to enhance the performance of MI operations, MI is working to establish partnerships with the leading development organizations and agencies in the GMS. This will allow for the mobilization of resources to respond in a timely way to the needs of MI's clientele. Furthermore, partnerships, in projects and research, play an important role in the development of MI's human resources, by providing staff with opportunities to work, and exchange information, with other professionals in the region.

Structured Learning Visit to Mekong River Commission (September 5 – 7, 2007)

Mr. Latsamy Keomany (MI Steering Committee Member from Lao PDR) led 22 MI professional staff on a structured learning visit to the Mekong River Commission (MRC) Headquarters in Vientiane, Lao PDR. Mr. Boriboun Sanasisane (Officer-in-charge of MRC) and his management team welcomed the MI delegates and facilitated the visit. This visit provided the opportunity for MI and MRC to explore the possibility of further collaboration on capacity building activities, especially on trans-boundary issues and project management.

South-to-South Collaboration with the Entrepreneurship Development Institute of India

MI has successfully collaborated with EDII on series of regional workshops on entrepreneurship development. This project was supported by the SDC and Indian Government under South-South Cooperation Scheme. In 2007, two regional workshops were co-organized in Vientiane in October and Khon Kaen in December.

UNESCO – Bangkok

A Memorandum of Understanding (MOU) was signed between MI and UNESCO Bangkok to cooperate in the fields of education decentralization in the context of public sector reform management in the GMS, and sustainable tourism management. UNESCO provided resource persons and experts to work with the MI team to develop and deliver the two training courses. A joint training course on education decentralization was held in February 2007.

Mekong Migration Network

MI, in collaboration with MMN, is developing a learning course to promote regular migration in the GMS and enhance cooperation among key actors, such as government officials, NGOs and recruitment agencies, in labor migration. MMN will provide trainers and resource persons to work with MI team to develop and deliver a series of training courses and policy dialogues on labor migration management in the GMS.

Official Visitors

In 2007, MI had several opportunities to host the official visits of some of its development partners. These included:

1. The Head of UNIDO's Regional Office in Bangkok, Ms. Ayumi Fujino, and her colleagues on April 10.
2. The Permanent Secretary of the Ministry of Foreign Affairs of Thailand, Mr. Virasakdi Futrakul on May 8.
3. The Young Officers of the Ministry of Foreign Affairs: 50 government officers by Minister Counsellor, Mr. Bhakavat Tansakul, on May 21.
4. Officials from the Royal Thai Embassy in Phnom Penh, Cambodia facilitated the visit of 17 Cambodian students from the Ministry of Education, Youth and Sports to Khon Kaen University and MI on July 5.



5. 98 Thai government officials, led by Professor Vanchai Vatanasapt, Director of the Office of Peace and Governance, King Prajadhipok's Institute, on October 27.
6. 80 prosecutors, led by Mr. Rewatra Chanprasert, Director-General of the Attorney-General's Office, Ministry of Justice, on November 20.

>> Special Programs

Young GMS Professionals Program

The Young GMS Professionals (YGMS) Program aims to provide graduate young professionals from the GMS with skills and knowledge relevant to regional development. The program is designed to directly contribute to MI's strategic goals, and respond to the HRD needs identified in MI's Strategic Plan. The program is developing a pool of young HRD professionals, who are experts in GMS development and cooperation, through structured learning and hands-on experience over a six-month period.

Since July 2007, 10 promising young professionals have enrolled in the Program and gained experience in international cooperation, regional trade and investment, program development and the management and facilitation of HRD training. The first two months focuses on basic facilitation skills and regional cooperation concepts and knowledge. Each young professional is required to undergo training and practical work at each stage of facilitation, for example, a planning and design policy dialogue workshop, using VIPP techniques and other participatory tools, moderating skills, evaluation and synthesis.

After the first phase, each participant works in the MI Program of their choice, as associated facilitators for designated Program Managers for three months. When they have successfully completed the Program, they are appointed as Program Facilitators to use their skills and experience to further MI's work. The first group of YGMS Professionals completed their training in April 2008.

Tracer Study and Training Needs Analysis

MI carried out a Tracer Study of its alumni and a Training Needs Analysis of the GMS in order to assess the relevance, effectiveness and impact of MI's training programs, and to conduct an analytical assessment of the training needs of GMS-related government agencies and



development partners in the rapidly-changing social and economic context of the GMS. Specifically, the study aimed at examining the relevance of MI's Learning Programs, appraising their effectiveness assessing the impacts of the Programs on the socio-economic development of the countries in the region and identifying the specific training needs of the public and private sectors in the region.

The study included a survey of alumni from 2004 to 2007, alumni get-togethers and meetings with various stakeholders across the GMS. A combination of quantitative and qualitative approaches was employed to gather information for this study. Target respondents included individuals (particularly MI alumni) and various stakeholders (government ministries and departments, I/NGOs and donor agencies). A structured questionnaire was provided to the alumni, while the training needs of the public and private sectors were assessed through semi-structured interviews and meetings with various organizations and institutions in the region. The study spanned September 2007 to March 2008.

The alumni survey and Training Needs Analysis meetings took place in Lao PDR (October 8–19, 2007), Vietnam (November 7–16, 2007), Yunnan Province (November 19–24, 2007), Cambodia (December 16–24, 2007), Myanmar (December 29, 2007–January 4, 2008) and Thailand (February 18–22, 2008).

The analysis of the data and information collected from the various sources was based on discussions with MI's alumni and stakeholders covering priority HRD needs, possible areas of collaboration with MI and MI's internal operation. The results of this Tracer Study are expected in the first quarter of 2008 and will be used as the basis for improving MI's Learning Programs.



Trade and Investment Facilitation Structured Learning Visit to Cambodia and Vietnam (July 22 – 27, 2007)

MI, in cooperation with the Regional Operation Center (ROC) of Khon Kaen University and the Ministry of Foreign Affairs of Thailand, organized a structured learning visit, for 32 senior and middle level government officials and representatives of the Provincial Chambers of Commerce from 13 border provinces of Thailand, to Cambodia and Vietnam, via the Southern Economic Corridor. The objectives were to increase their understanding of regional development and cooperation, as they are directly involved in the promotion of trans-border trade and investment, to provide the opportunity for direct interaction between the Thai delegates and their counterparts in Cambodia and Vietnam, and to discuss with the Thai investors ways to improve the trans-border trade and investment facilitation process. The program was sponsored by the Devawongse Varopakarn Institute of Foreign Affairs, Ministry of Foreign Affairs of Thailand.



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Official Functions

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Steering Committee Meetings

The Steering Committee's primary functions are to provide guidance on policy, strategy and funding, appraise the performance of the Institute and its management staff, and submit recommendations to the Council. The Steering Committee reports its activities and deliberations to the Council for acknowledgement and consideration.

During 2007, the Steering Committee met three times, at MI's Residential Training Center, on March 27, July 19 and on December 13, in Kunming City, Yunnan Province.



Council Meetings

The Council's main functions are to approve the Institute's Strategic Plan, Annual Operational Plan, Annual Budget, Audited Annual Accounts and half-year Financial Statements, and establish the Council's Sub-Committees. The Council appoints the Auditors, additional Council members, and MI's Director. It also considers recommendations submitted by the Steering Committee and by the Council's Sub-Committees.

In 2007, the Council met twice, on July 19, at MI's Residential Training Center, and on December 14, in Kunming City, Yunnan Province.

Stakeholder Consultative Meeting

MI's Strategic Plan 2005–2010 outlines the Institute's intended transformation from a development assistance project into a financially self-sustaining GMS-governed institution that excels in capacity development for regional cooperation. MI has been moving towards this goal for a number of years, as demonstrated by its expanding activities, networks and cooperation. However, MI still requires continuing support from donors and development partners in order to achieve the Plan and be upgraded to a sustainable knowledge service provider.

Accordingly, it scheduled the MI Stakeholder Consultative Meeting, "A Major Step Beyond the Hanoi Plan of Action" on July 18, 2007. The objectives of the meeting were to report the progress of the MI Strategic Plan's implementation and the revision of Business Plan 2007–2010, as well as requesting inputs and recommendations from key stakeholders on how to achieve MI's strategic goals.

MI invited a number of stakeholders to join the meeting. The invited participants included MI Council and Steering Committee members, MI Foundation members, development partners and potential partners. Forty-nine participants, representing government agencies, development partners, training and research institutions, and NGOs operating in the six GMS countries, attended the meeting. The participants included Members of Council and Steering Committee. MI's National Coordinating Agencies, implementing partners (including UNIDO, MRC and IWEP) and development partners (including The Rockefeller Foundation, CESMED and AusAID). The meeting resulted in two outcomes, as detailed below:



Technical Working Group Working Session

As directed by the MI Council in July 2007, MI hosted a three-day Technical Working Group Working Session to discuss its plans from October 24 to 26, 2007. The result of 23 participants, representatives of the GMS countries and MI staff, was the “Updating and Refining the MI Strategic Plan 2005–2010” document. It acts on the revised Plan through the development of the Business Plan 2008–2010, and preparing the Annual Operational Plan 2008. NZAID sponsored the Working Session, and provided Ms. Kathryn Young for technical assistance and facilitation.

- **Long-term financial sustainability**

MI must maximize its competitive advantage by marketing itself as a regional training and document organization owned by all six GMS countries. More active involvement from the GMS governments is needed to develop MI’s program direction and financial standing. MI needs to work closely with its National Coordinating Agencies. Developing a long-term strategy with the involvement of GMS governments and development partners is essential, as is concentrating on building its internal capacity by increasing its own human resource capability, and developing high quality and relevant HRD programs.



- **Acting on MI’s Strategic Plan**

MI needs to apply the four thematic areas proposed in MI’s Business Plan 2007–2010. It must package or re-package the delivery of MI’s core products - seminars, workshops, working sessions, policy dialogues, and practical training workshops - and expand services beyond the MI Residential Training Center. MI should organize training courses or workshops with its partners in the GMS, and work more pro-actively with current and potential development partners.





Three workshops had been held at MI on October 4, 11 and 16, 2007, during which MI's professional staff reviewed the Strategic Plan, suggested improvements and proposed measures and targets to monitor and measure its implementation progress. They presented ideas on how the shortcomings of the previous strategic planning process could be improved through the development of a new process to guide future strategic deliberations.

MI staff presented these suggestions to the Technical Working Group. The participants considered the ideas and added to them as necessary.

An integrated process was used to link the updated and refined the Strategic Plan to the development of the Business Plan 2008–2010. Then MI used a Balanced Scorecard, as introduced in the Plan, to facilitate the development of relevant strategies and provide a link for implementation through providing a coordinated set of measures by which to monitor progress towards the achievement of strategic goals. It takes a holistic approach in creating a desired future and enables an organization to focus on the key areas in which results must be delivered. It was designed to integrate strategic planning with execution.

The outcome of the Working Session was an agreed proposal, to be submitted to the Steering Committee Meeting in December 2007 for endorsement before forwarding to the Council Meeting (the following day) for approval. The Council Meeting in December 2007 approved the Business Plan 2008–2010 and the Annual Operational Plan 2008.



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2007 Corporate Highlights

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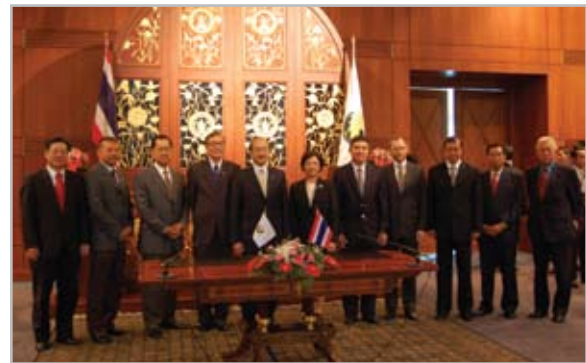
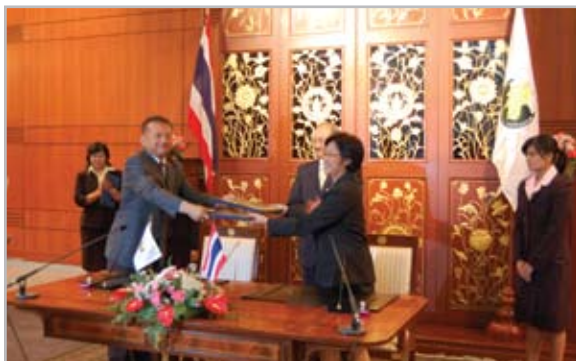


2007 Corporate Highlights <<

Inter-Governmental Organization Status

In June 2003, the six GMS Governments signed the Mekong Institute Charter, confirming MI as an autonomous regional organization serving the HRD needs of the GMS. In order to implement the Charter under Thai law, MI submitted a draft Headquarters Agreement, between the Government of the Kingdom of Thailand and itself, to the Cabinet for consideration. The Cabinet agreed on July 17, 2007 to the draft Agreement and designated the Director-General of TICA to sign it on behalf of the Government. On August 8, 2007, Mrs. Chitriya Pinthong, Director-General of TICA, and Dr. Suchat Katima, MI Director, signed the Agreement between the Thai Government and MI at the Ministry of Foreign Affairs in Bangkok.

The change in status means that MI's role as a facilitator for effective regional cooperation, development and integration through its HRD programs, GMS-focused research and policy dialogues has been strengthened. As an autonomous organization, MI must now compete in dynamic, turbulent and uncertain environments and must establish itself as a customer-driven and financially-sustainable regional capacity development institution.



Major Activities during Transitional Period

From July 2007, MI is in a transitional period, changing its legal status from a Thai foundation to an IGO of the GMS countries. During this period, MI needs to increase its capacity and put in place internal processes, rules and regulations that are applicable to an IGO. The major milestones targeted during this transitional period are:

- A detailed MI operational plan, budget and appropriate organizational structure for 2008–2010
- Improved human resource capacity in facilitating MI's Learning Program
- Four new learning courses, developed to respond to MI's priorities
- A stakeholder consultative meeting, in areas such as aid effectiveness, SME development, conflict resolution and HRD for effective regional cooperation
- An MI operational manual covering human resource management and administrative policies and procedures
- An improved financial management system

Organization Development

- **MI Business Plan 2008 – 2010**

As instructed by the MI Council in July 2007, a detailed three-year business plan, budget and supportive organizational structure needed to be developed and presented for approval. In doing so, MI requested the assistance of NZAID, to provide one international consultant to work with the MI Secretariat and a Technical Working Group. Ms. Katherine Young, Organization Development Consultant, the MI Secretariat staff and members of the Organization Development Taskforce from the six GMS countries, formulated the Business Plan 2008-2010 in October and November 2007. The Business Plan was considered at the Steering Committee and Council meetings in Kunming City in December 2007; with the subsequent approval of the Council, MI is proceeding in implementing this plan.

- **Financial Control System Improvement**

MI's grant management and financial control systems need improvement, so that all its financial transactions and reporting meet the standards set for IGOs. MI has commissioned Assistant Professor Chusri Taesiriphet, Head of the Accounting Department at Chiang Mai University, to conduct an internal audit and then work with MI's administration team to improve the system. Implementation of the new system is expected to be completed by May 2008.

- **Human Resource Management and Administration Improvement**

In order to meet the requirements of an IGO, MI has to develop the relevant administrative and human resource management (HRM) policies, rules and regulations. A taskforce will

be established to work with a regional consultant to develop MI's internal operational manual during the transitional period. MI is presently recruiting a Finance and Administration Manager who, once in place, can lead the improvement of the HRM and administrative systems.

- **Marketing and Promotional Activities**

Using the momentum of the interest of its stakeholders, MI will conduct on-going marketing and promotional activities in the GMS countries. MI's course information, brochures and references will be made available at the respective MI National Coordinating Agencies, to be used by the country representatives at various meetings.

- **Development of the Learning Resource Center**

The establishment of the Learning Resource Center involves considerable work. More than 600 English language teaching tapes have to be transferred to CDs, and an English language corner needs to be set up. The current learning resources – course reference materials, group work equipment and facilities – need to expand to provide more appropriate learning environments to the participants in the residential quarters on the second and third floors of MI's Residential Training Center. This involves transferring the Center from the fourth floor to the first floor, for easier access. The Learning Program information – materials, references and reports – must be consolidated and archived. Research papers and publications must be edited and an instructional media unit set up as part of the Center. MI also needs to develop case studies and conduct trade facilitation gap analysis in the six GMS countries, to provide further discussion on trade facilitation at a regional workshop.



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Annual Operational Plan 2008

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Annual Operational Plan 2008 <<

Overview

This Operational Plan has been formulated to support the implementation of MI's Business Plan 2008–2010. Using a Balanced Scorecard approach, this Operation Plan comprises activities commenced in 2007 and new initiatives to be implemented in 2008. It is presented from four perspectives: Customer, Finance, Operation and Learning & Growth.

A. CUSTOMER

MI's Learning Programs have been regrouped, under four thematic areas: Effective Regional Cooperation, Rural Development and Project Management, Public Sector Reform and Good Governance, and Trade and Investment Facilitation. The Research Unit and the Learning Resource Center have been merged to become the Research and Learning Resource Department, providing instructional and research support to all of MI's programs. Key projects planned under each program are summarized as follows:

Effective Regional Cooperation

Under this thematic area, three learning courses (Tourism, HRD, and Negotiation & Conflict Resolution) and two regional workshops (Tourism: Open Education Resources and a high level policy formulation summit) will be organized in 2008.

■ Tourism: A Regional Approach to Development (NZAID)

MI has been working with concerned tourism authorities, NGOs, and private enterprises in the GMS to document research and best practice. The lessons learned will be

shared in the course, "Tourism: A Regional Approach to Development", which will be held in the first quarter of 2008. With the technical support of UNESCO, MI will also organize a seven-day seminar, "Tourism: Open Education Resources", for lecturers and trainers from 12 academic institutions in the region.

■ Strategic HRD for Effective Regional Cooperation (Yunnan Provincial Government)

Anchored in its performance record of 2007, MI proposes to continue to provide a regional training workshop on "Strategic HRD for Effective Regional Cooperation". The course curriculum has been improved and extended from 10 days to 15 days to allow adequate time for practical sessions and field work.

■ Human Migration (The Rockefeller Foundation)

With the financial support of the Rockefeller Foundation, MI has been conducting research and a series of policy dialogues on trans-border migration issues since 2006. In December 2007, MI successfully facilitated the "Regional Policy Dialogue on Trans-border Migration", with the participation of 55 representatives from the six GMS countries. In 2008, MI will publish and disseminate the results of this dialogue and a policy brief to offer recommendations to concerned government agencies on relevant issues related to the movement of people in the GMS. In 2008, MI will work with MMN to implement several activities, including National Consultative Meetings with concerned government agencies, NGOs, and international organizations, an expert consultative meeting with regional and national experts on the labor migration management curriculum framework, and a learning course on managing labor migration.

■ Combating Human Trafficking in the GMS (UNIAP)

MI will continue to work closely with the UN's Inter-Agency Project (UNIAP) and the Secretariat of Coordinated Mekong Ministerial Initiative against Trafficking (COMMIT) to organize a series of training courses on combating human trafficking in the GMS. This eight-day intensive Learning Program aims to equip middle-to-senior level government officials of concerned agencies with the knowledge, understanding and skills to influence and enhance policy and practice on human trafficking. Three training courses have been planned for 2008 to reach more than 100 officials involved in counter-trafficking of humans in the GMS.

Public Sector Reform and Good Governance

There are four sub-areas under this component, namely Education Planning, Public Sector Services Reform, Leadership for Competitive Enterprises and Aid Effectiveness. In 2008, MI plans to conduct the following courses:

■ Education Planning (NZAID & UNESCO)

MI has entered into a partnership agreement with UNESCO Bangkok to co-implement a regional training workshop on education decentralization. UNESCO will provide resource persons to co-design the curriculum and develop training packages. In 2008, MI staff will assist the UNESCO resource persons with the preparation and deliverance of the learning modules. It is anticipated that in 2009, MI staff competency in the two areas will increase and enable them to co-facilitate the two training courses. In 2010, MI will have the training packages translated into the six GMS languages and conduct Training Of Trainers (TOT) on the two courses.

■ Managing Public Sector Reform (NZAID)

This four-week learning course aims at enhancing the ability of middle level government officers in initiating and sustaining changes and reforms in their respective organizations. MI will be working closely with its National Coordinating Agencies to develop case studies on the GMS countries to be used during the course. Structured field visits to reformed government agencies in Thailand are included in this program.

■ Leadership for Competitive Enterprises (TICA's & NZAID's Metrology Project)

MI expects to organize a three-week course for participants from a wide range of countries in South Asia, Southeast Asia, the Middle East and Africa. It is one of the four annual international training courses commissioned by TICA for MI to organize in 2008.

Trade and Investment Facilitation

In 2007, MI successfully partnered with EDII and GISD to launch a series of entrepreneurship development workshops in the GMS. MI has been also working closely with the GMS Business Forum in organizing regional meetings and field research on cross-border and regional trade issues. In 2008, MI plans to achieve the following plans:

■ SME Development

• Training Course on Enhancing Entrepreneurship for SME Development (TICA)

MI has been commissioned by TICA to design and deliver this three-week training course to middle-level government officials of the GMS countries involved in the promotion of SMEs and Export Consortia at the national and



sub-regional levels. Resource persons from GMS-BF, EDII, UNIDO, and the Department of SME Development and Promotion of the Thai Ministry of Commerce will attend.

- **Participatory Workshop on Enhancing Entrepreneurship in the GMS (Swiss Agency for Development and Cooperation)**

MI will organize a regional workshop on “Enhancing Entrepreneurship in the GMS”. It is part of the six regional workshops sponsored by SDC. Participants will be invited from government agencies through the MI National Coordinating Agencies, and GMS national Chambers of Commerce and private enterprises through the GMS Business Forum.

■ Trade and Investment Facilitation

- **Regional Trade Facilitation Policy Dialogue (NZAID)**

Under the supervision and guidance of the MIRAC members in the respective GMS countries, in 2007 five research teams were formed to analyze national policies and Bilateral Agreements which may support or hinder the implementation of the CBTA. The CBTA and its Annexes and Protocols have been in place for some time, however, its implementation has not been very successful. In February 2008, MI will facilitate a Regional Policy Dialogue to present the findings from research conducted in five countries and discuss possible solutions to identified challenges and policy gaps. An Expert Meeting on “Trade Facilitation Capacity Building Curriculum Framework” will be held back-to-back with the Policy Dialogue.

- **Regional Power Interconnection and Trade (YNPG)**

In March 2008, MI and the Yunnan Power Grid Corporation (YNPG), with technical assistance from GMSARN Secretariat located at AIT, will facilitate a training workshop on regional power interconnection and trade for technical managers of state enterprises (such as EGAT, SCPG, EDL, EDC, EVN) and independent power companies (including EGCO, EDF, Ch-Khanchang). Twenty technical managers from the six GMS countries are expected to participate in this regional training course to be sponsored by YNPG and YPG.

- **Trade and Investment Facilitation Workshop and Structured Learning Visit along NSEC (R3a) (Yunnan Provincial Government)**

The Yunnan Provincial Government has pledged to support MI to co-design and co-facilitate a training workshop and learning visit to the North-South Economic Corridor with the Yunnan Provincial Department of Commerce in mid-2008. This regional workshop aims to improve the knowledge of government officials and members of the Chambers of Commerce of the different trade facilitation mechanisms in the GMS and expose them to the trade and investment opportunities along the Corridor.

- **Trade and Investment Facilitation Workshop and Structured Learning Visit along NSEC (Eastern Route) (ROC – Khon Kaen University)**

In 2008, MI will co-design and facilitate a training workshop and learning visit for Thai Government officials and business associations, from 16 border provinces in the Northeast and Eastern regions, to Lao PDR, Northern Vietnam, and the Guangxi and Yunnan Provinces of China. In 2007, MI and ROC successfully conducted a similar event on the Southern Economic Corridor – Cambodia and Southern Vietnam.

Rural Development and Project Management

■ Rural Development

- **Annual International Training Courses Program (TICA)**

MI will organize two three-week training courses, one on integrated rural development and the other on income generation and poverty reduction for participants from developing countries. These courses are part of the Annual International Training Courses Program, sponsored by TICA, that will bring senior and middle level government officials from different developing countries to Thailand for structured learning visits and to share their experiences.

- **Technical Symposium on Economic Transition and Rural Livelihood in the GMS: Impacts of Economic and Infrastructure Development on Upland People and Minorities along the Economic Corridors (The Rockefeller Foundation)**

MI will conduct case studies on the impacts of development on upland people and minorities along the three Economic Corridors, in collaboration with MIRAC. The results will be presented at national consultative meetings and a Regional Policy Dialogue on the same issue. The outcome of this Regional Policy Dialogue will be published as workshop proceedings and a policy brief. Lessons learned and best practices shared will be further simplified and used in MI Learning Programs.

■ Transnational Project Management

MI plans to develop and conduct a four-week workshop on “Transnational Project Management” for government officials and international NGOs. MI will approach development partners like the World Bank, ADB, MRC and JICA to sponsor this course.

MI is also working with the Basin Development Planning (BDP) Program of the MRC to develop a training package on project feasibility and design in the context of MRC cooperation. The training will include the use of Decision Support Frameworks (DSF)s, MIKE and IBFM) and development scenarios as planning tools. MI will also submit a proposal to MRC to become its partner in implementing an integrated capacity building program. It is hoped that MRC will select MI as its regional training institution to execute BDP and other programs.

Research and Learning Resource Department

A significant change was made in 2007 to MI's Research Department and Learning Resource Center. MI will no longer provide research grants to young researchers. MI will now commission research teams in the GMS countries to conduct field research and case studies on “hot” issues and problem statements identified by MI. Key activities of this department in 2008 include:

■ Roundtable Meeting

This roundtable meeting will present preliminary findings and methodologies of the 12 GMS-focused research projects funded by MI. At this meeting, researchers will present their findings to MIRAC who will review them, and provide feedback and recommendations to the research teams. This event aims to improve the research skills of team members and to improve their papers.

■ Research Methodology and Research Proposal Training

Eighteen young research fellows from the six GMS countries will be selected to participate in a four-week research training workshop. A major part of the training program will be to design and formulate regional research proposals, based on transnational issues and problem



statements identified by the program managers of the four core thematic areas. At the end of this workshop, research proposals on the identified topics will be completed with a clear and agreed methodology, work plan and budget.

■ **Learning Resource Center and Instructional Media Services**

MI will cease to operate a conventional library in 2008. Instead, the existing Learning Resource Center will be converted into a GMS document and instructional media service

center. Only books and documents related to GMS development, cooperation and integration will be procured. The Center will be moved to the first floor to provide easier access for the public and participants. It will be arranged in accordance with the four thematic areas. The Center will expand on its passive role of receiving, collecting and serving as the custodian of books, to develop instructional media for MI programs. These services will include the collection of videos, case studies, maps, GMS databases, and other materials. All MI-funded research and case studies will be edited and published in a series of white papers.

B. FINANCE

While MI was successful in diversifying its funding sources, from three in 1996 to eight in 2007, the majority of MI's funding still comes from two NZAID and TICA. Most of the new funding MI has received has been on a piece meal basis. It is therefore imperative to its financial sustainability that MI seeks long-term commitments from the GMS governments and other development partners.

In 2008, MI plans to develop and submit proposals to the following funding sources:

1. NZAID

- a) HRD programs for GMS countries (MI Core funding)
- b) Management and facilitation training courses for officials of government agencies involved in the Mekong Metrology Project

2. TICA

- a) Annual International Training Courses Program in 2009
- b) Customized training courses for CLMV countries as prioritized by the ACMECS HRD Working Group

3. SDC

- a) Phase 2 of Enhancing Entrepreneurship in the GMS

4. ADB Phnom Penh Plan

- a) Follow-up on the MI and ADB Collaboration Framework in Phnom Penh Plan Phase 3

5. UNIAP

- a) Extension of cooperation in conducting regional training courses on combating human trafficking in the GMS

6. InWEnt – German Capacity Building International

- a) TOT for HRD program management for CLMV countries

7. Japan Foundation

- a) Enhancing Entrepreneurship through the Promotion of Business-to-Business and Cluster Development in the GMS

8. MRC

- a) Implementing the development phase of the Integrated Capacity Building Program
- b) Project feasibility and design in trans-boundary/sub-regional settings

9. GMS countries.

- a) Strategic HRD for Effective Regional Cooperation
- b) Transnational/Trans-boundary Project Design and Planning
- c) Negotiation and Conflict Prevention for Effective Regional Cooperation and Integration
- d) Regional Workshop on SME Development and Cluster Development

C. OPERATION

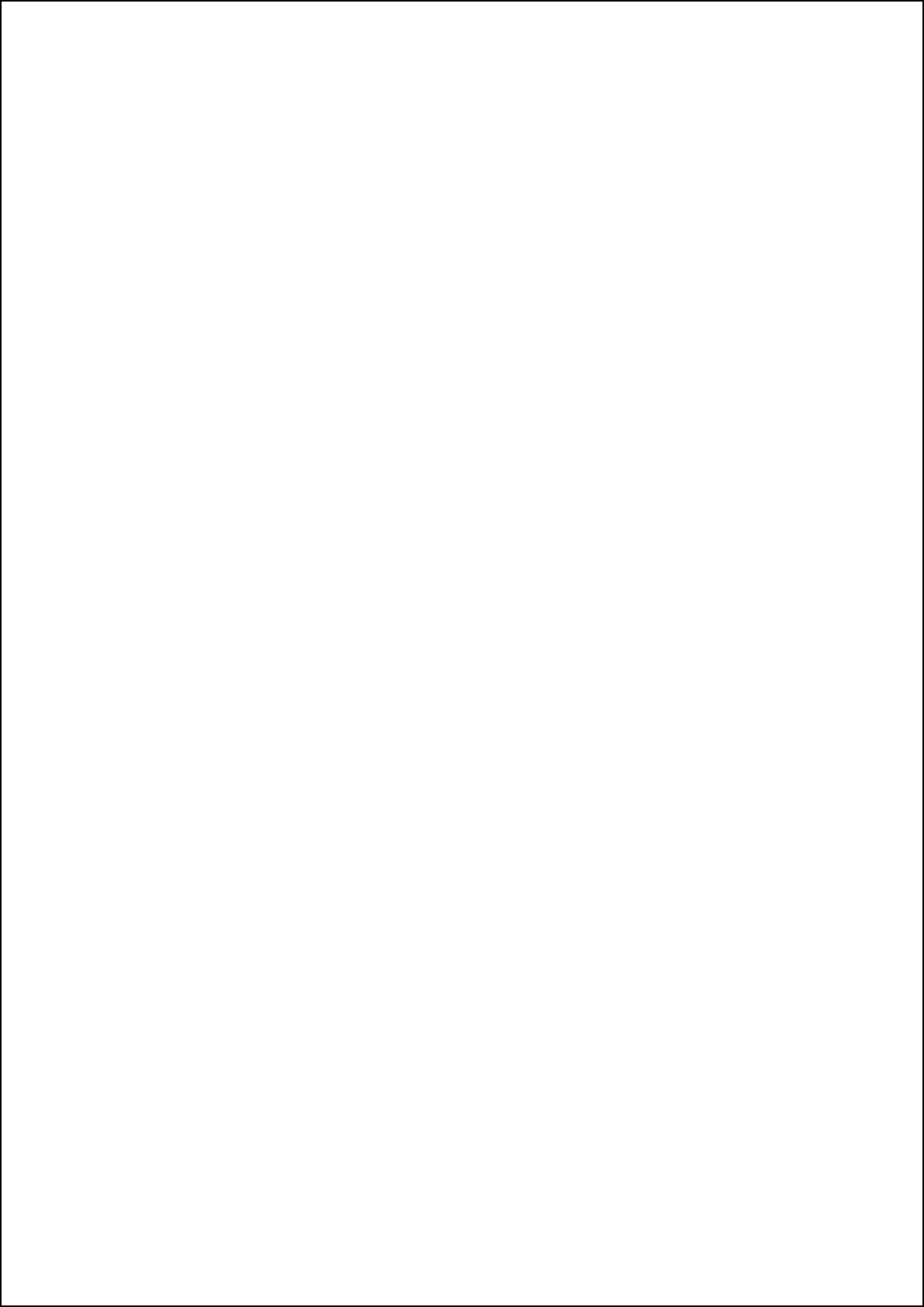
The emphasis will be on ensuring the smooth transition of MI from a Thai Foundation to an IGO. This includes:

- an internal audit and inventory
- formally transferring MI assets and liabilities from the MI Foundation to Khon Kaen University, then to MI
- revising its HRM and administration rules and regulations to meet IGO standards
- improving its financial controls system
- developing the MI manual.

D. LEARNING AND GROWTH

The emphasis will be on enhancing MI's human resource capacity. This includes:

- formulating and/or updating Terms of Reference for all approved positions
- assigning staff to their corresponding posts, based on the revised functional structure
- setting 2008 Key Performance Indicators for each staff member
- implementing an organization-wide HRD program to improve MI's internal capacity
- recruiting and training the second group of YGMS Professionals
- hiring short-term consultants and subject experts to assist in developing new learning programs.





Annual Report 2007

MEKONG INSTITUTE



2007 Financial Report

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FUNDING SOURCE IN 2007

Development Partner	Amount (THB)
New Zealand's International Aid & Development Agency (NZAID)	18,384,150.14
Thailand International Development Cooperation Agency (TICA)	3,300,529.00
Colombo Plan Secretariat (CPS)	
Asian Development Bank (ADB)	951,994.76
UN Inter-Agency Project on Human Trafficking in the Greater Mekong Sub-region (UNIAP)	2,155,328.00
Swiss Agency for Development and Cooperation (SDC)	1,784,347.54
Asia-Pacific Network for Global Change Research (APN)	1,025,192.00
Yunnan Provincial Government (YPG)	1,122,469.00
Regional Operation Center (ROC)	589,300.00
Rockefeller Foundation	4,089,901.88
Thai Government	10,000,000.00
Total	43,403,212.32



Income and Expenditure in 2007

INCOME	%	2007	2006
Grant			
Grant for Support Learning Program	40.3%	18,282,160.30	20,529,102.85
Grant for Project Activities	33.4%	15,121,052.02	12,271,928.97
	73.7%	33,403,212.32	32,801,031.82
Contributions			
Thai Government	22.1%	10,000,000.00	10,000,000.00
Revenue			
Interest	2.7%	1,223,403.70	472,224.22
Miscellaneous	1.6%	705,701.47	839,124.60
	4.3%	1,929,105.17	1,311,348.82
Total Income	100.0%	45,332,317.49	44,112,380.64
EXPENDITURE	%	2007	2006
Course Expenses			
Learning Program Delivery Cost	17.4%	7,427,336.43	9,313,078.78
HRD Project Activities (Research & Policy Summit)	26.9%	11,490,684.02	11,702,596.44
Program Administration	13.1%	5,582,803.00	4,502,213.00
Total	57.4%	24,500,823.45	25,517,888.22
Operation Cost			
Salary	15.9%	6,785,371.16	4,897,422.50
Common Staff Benefit	1.6%	673,106.85	510,992.75
Travel	2.1%	898,998.17	638,856.71
Stationery and Supplies	2.6%	1,106,481.82	623,094.84
General Operation Expenses	8.3%	3,537,746.33	4,606,880.53
Contractual Service	1.0%	408,412.00	52,848.50
Repair and Maintenance	2.8%	1,213,630.84	347,748.00
Meeting Expenditure	3.7%	1,587,075.17	2,164,452.83
Depreciation	4.7%	1,994,310.94	1,282,915.10
Total of Operation Cost	42.6%	18,205,133.28	15,125,211.76
Total Expenses	100.0%	42,705,956.73	40,643,099.98
Surplus (Loss)		2,626,360.76	3,469,280.66
Fund Balances as at 1 January		40,356,829.09	36,887,548.43
Fund Balances as at 31 December		42,983,189.85	40,356,829.09

