



MEKONG

ANNUAL REPORT 2011 | INSTITUTE



LIST OF ACRONYMS

ADB	Asian Development Bank
ADB-PPP	Asian Development Bank–Phnom Penh Plan
AEC	ASEAN Economic Community
ASEAN	Association of Southeast Asian Nations
BAs	Business Associations
B2B	Business to Business
CBCF	Cross Border Contract Farming
CCIs	Chambers of Commerce and Industries
CLMV	Cambodia, Laos, Myanmar, Vietnam
CLVT	Cambodia, Laos, Vietnam, Thailand
CoC	Chambers of Commerce
EOC	Environment Operations Center (of ADB)
EWEC	East West Economic Corridor
FAO	Food and Agriculture Organization
FTI	Federation of Thai Industries
GAP	Good Agriculture Practices
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMS	Greater Mekong Sub-region
HRD	Human Resource Development
IAI	Initiative for ASEAN Integration
ILO	International Labor Organization
JAIF	Japan-ASEAN Integration Fund
JICA	Japan International Cooperation Agency
KKU	Khon Kaen University
KRA	Key Result Area
KRI	Key Result Indicator
MASHAV	Israel’s Agency for International Development Cooperation
MFA	Ministry of Foreign Affairs
MI	Mekong Institute
MINZAS	Mekong Institute – New Zealand Ambassador’s Scholarship Program
NAFES	National Agriculture and Forestry Extension Services
MRC	Mekong River Commission
NESDB	National Economic and Social Development Board
NSEC	North-South Economic Corridor
NZ AP	New Zealand Aid Programme
PDS	Professional Development Series
PH	Post Harvest
PIs	Public Institutions
ROK	Republic of Korea
SDC	Swiss Agency for Development and Cooperation
SEC	Southern Economic Corridor
SLV	Structured Learning Visit
SME	Small and Medium Enterprises
TICA	Thailand International Development Cooperation Agency
YGMS	Young Greater Mekong Subregion Professionals
YPC CPPCC	Yunnan Provincial Committee of the Chinese People’s Political Consultative Conference

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MESSAGE FROM MI COUNCIL CHAIRMAN



H.E. Ngo Hongly

Secretary General
Council for Administrative
Reform, Office of the
Council of Ministers
Phnom Penh, Cambodia

It is my great honor to assume the chairmanship of MI Governing Council in mid 2011. Mr. Gu Zhao Xi, Vice Governor of Yunnan Province and Member of MI Council for P.R. China was the Chairman from August 2009 to July 2011. He has remarkably moved MI forward by providing leadership and guidance in the formulation of MI 5-year Strategic Plan 2011 – 2015 and in mobilizing more resources from all the member countries to support MI programs – capacity development for GMS cooperation and integration. His strong leadership during the above transitional period is deeply appreciated.

The Greater Mekong Sub-region (GMS) and the ASEAN community are fast moving towards regional economic integration by 2015. This integration is characterized by a single market and production base, a highly competitive economic region, a region of equitable economic development and one that is fully integrated into the global economy.

Human resource development and capacity building are among the principal areas of cooperation that are identified in the ASEAN Economic Community (AEC) Blueprint for 2015 and the Initiatives for ASEAN Integration (IAI). Given the different levels of development among ASEAN member countries, there is a need for significant technical and development cooperation to address the development divide and accelerate the economic integration of the less developed ASEAN member countries, namely Cambodia, Lao PDR, Myanmar and Vietnam (CLMV).

Anticipated these capacity building needs, in 2011, MI has begun its work with IAI Unit of ASEAN Secretariat and ADB Institute in formulating Capacity Development Program to support ASEAN Framework for Equitable Economic Development. For this effort, I would like to congratulate MI Secretariat for obtaining a multi-year funding from the New Zealand Aid Programme to support IAI namely “Capacity Development for Integrating CLMV Economies into AEC” to be implemented in the next 3 years.

Another big initiative which has commenced in 2011, funded by the Japanese Government, is the private sector development along East-West Economic Corridor. This project aims to build capacity of private sector associations and SME clusters in cross-border trade and investment and to link SMEs on EWEC to regional and global value chains. Private sector active involvement in regional development and cooperation is vital to the success of AEC and I do hope that similar initiatives will take place along other economic corridors.

As 2012 marks MI’s 15 Anniversary, we realize that MI is entering a new phase of its life. While the past decade could be described as its foundation-building phase, MI now is moving towards its full development. With strong ownership and commitment of the GMS countries and our strategic development partners, I am confident that MI will play a major role in building human resource capacity for GMS and ASEAN integration.

H.E. Ngo Hongly
Chairman, MI Council 2011 - 2013

MESSAGE FROM MI STEERING COMMITTEE CHAIRMAN

I am very delighted to learn that in 2011, MI has begun operationalizing its new strategic plan which has eventually pushed up MI's performance to a higher level. The evolution from offering several stand-alone training courses to executing big multi-year and multi-facet capacity development projects is a solid proof of MI's evolution this year. I am also pleased to see more participation from the private sector and civil society in MI projects and programs. No regional cooperation and integration can be achieved without meaningful participation of these non-state actors.

In 2011, MI carried out 27 development activities along the thematic areas of rural development, trade and investment facilitation and human migration and care benefiting over 500 government officials, leaders of private sector associations and members of the academe. Three special projects have been initiated this year, i.e. Mekong Forum for HRD Practitioners, MI-New Zealand Ambassador Scholarship, and Private Sector Development on Cross-border Trade and Investment on EWEC.

At the November 2011 ASEAN Submit in Bali, political leaders endorsed the "ASEAN Framework for Equitable Economic Development" aiming at narrowing the development gap existing among the CLMV countries and the rest of ASEAN economies. To contribute to this framework, the MI Secretariat developed a regional development program entitled "Capacity

Development for Integrating CLMV Economies into AEC." We are very grateful to our key development partner, the New Zealand Aid Programme, for their support for this program development and execution.

2012 will be a very exciting year for MI. We plan to expand our private sector development program on EWEC to benefit other economic corridors like NSECs and SECs. MI is also working closely with the ASEAN Secretariat and the ADB Institute to develop policy-oriented research activities and capacity building programs to support "Equitable Development in ASEAN". AEC by 2015 and new developments in Myanmar have provided a great opportunity for MI to take the lead in capacity development for regional cooperation and integration in the years to come. As the Chairman of the Steering Committee, I congratulate the Secretariat for its achievements in 2011 and I am looking forward to guiding its operation to a better year in 2012.

Finally in 2012, we will have our 15th Anniversary. Having been operating and growing for 15 years is a proof that MI is doing the right things for GMS development. So, on behalf of MI, I would like to thank all stakeholders of MI for their contribution and support, and invite all to participate in the 15th Anniversary celebration.

Dr. Narongchai Akrasanee
Chairman, MI Steering Committee



**Dr. Narongchai
Akrasanee**

Chairman,
MFC Asset Management Plc.
Bangkok, Thailand

ABOUT THE MEKONG INSTITUTE

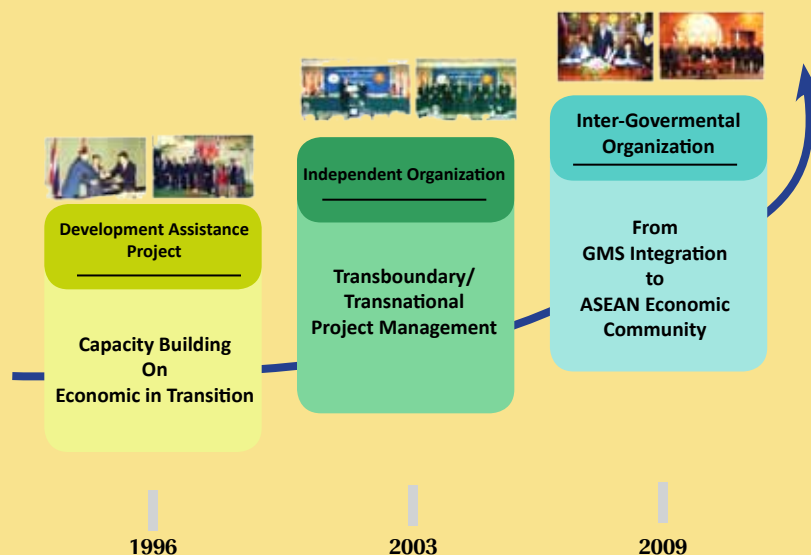
HISTORY OF MI

The Mekong Institute (MI) has been serving the human resource development needs of the Greater Mekong Subregion (GMS) since 1996. The New Zealand Government conceived the Mekong Institute as a development assistance project for the countries of the GMS, intended to evolve into a regionally governed, autonomous institution.

The Institute is situated on the campus of Khon Kaen University in Northeastern Thailand, at the heart of the GMS, with its mission “to contribute through human resource development and capacity building to the acceleration of sustainable economic and social development and poverty alleviation in the Greater Mekong Sub-region and promote regional cooperation and integration” (MI Charter 2003).

In 2003, the six GMS governments signed a charter founding the Mekong Institute as “a non-profit, autonomous, international organization, working in close collaboration with other GMS institutions”.

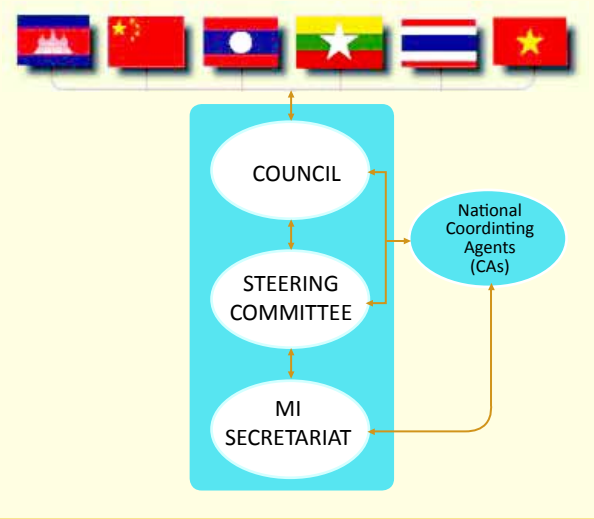
In July 2009, the Thai Government approved the MI Headquarters Agreement in Thailand and recognized the Institute as an “intergovernmental organization of the six GMS countries”.





GOVERNANCE AND LEADERSHIP

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



THE COUNCIL



H.E. Mr. Ngo Hongly, Chairman of Council, Secretary-General, Council for Administrative Reform, the Office of the Council Ministers, Phnom Penh, Cambodia.



Mr. Gu Zhaoxi, Council Member, Vice-Governor, Yunnan province, People's Republic of China.



Mr. Thongphane Savanphet, Council Member, Director-General, Economic Affairs Department, Ministry of Foreign Affairs, Vientiane, Lao PDR.



Daw Myat Myat So, Council Member, Director-General, Foreign Economic Relations Department, Ministry of National Planning and Economic Development, Nay Pyi Taw, Myanmar.



Ms. Suchada Thaibunthao, Council Member, Acting Director-General, Thailand International Development Cooperation Agency, Ministry of Foreign Affairs, Bangkok, Thailand.



Dr. Hoang Viet Khang, Director - General, Foreign Economic Relations Department, Ministry of Planning and Investment, Hanoi, Vietnam.



Ms. Amanda Ellis, Council Member, Deputy Secretary of Development, Ministry of Foreign Affairs and Trade, Wellington, New Zealand.

The Council is the supreme decision-making body of the MI. Its functions are to approve the Strategic Plan and Budget and consider the recommendations by the Steering Committee. This year, 2011, the Chairmanship of the MI Council is held by Cambodia. The Council has 14 members.



Mr. Kunio Senga, Council Member, Director-General, Southeast Asia Department, Asian Development Bank, Metro Manila, Philippines.



Assoc. Prof. Dr. Kittichai Triratanasirichai, Council Member, President, Khon Kaen University, Khon Kaen, Thailand.



Dr. Nguyen Van Toan, Council Member, President, Hue University, Hue City, Vietnam.



Dr. Narongchai Akrasanee, Council Member, Chairman, MFC Asset Management Plc., Bangkok, Thailand.



Dr. Tej Bunnag, Honorary Advisor, Assistant Secretary-General for Administration, The Thai Red Cross Society, Bangkok, Thailand.



Mr. Jean Pierre A. Verbiest, Honorary Advisor, Lead Consultant, Asian Development Bank Institute, Tokyo, Japan.



Dr. Suchat Katima, Council Member, Director, Mekong Institute, Khon Kaen, Thailand.

The Steering Committee's primary function is to provide guidance on policy, strategy and funding; to appraise the performance of the Institute, and its management staff; and to submit recommendations to the Council. It has 8 members.

THE STEERING COMMITTEE



Dr. Narongchai Akrasanee, Chairman of the Steering Committee, Chairman, MFC Asset Management Plc., Bangkok, Thailand.



H.E. Mr. Chhuon Chham, Committee Member, Deputy Secretary General, Council for Administrative Reform, Office of the Council of Ministers, Phnom Penh, Cambodia.



Mr. Diao Mingsheng, Committee Member, Permanent Representative of the People's Republic of China to UNESCAP, Bangkok, Thailand.



Mrs. Saymonekham Mangnomek, Committee Member, Deputy Director-General, International Cooperation Department, Ministry of Planning and Investment, Vientiane, Lao PDR.



Daw Than Than Lin, Committee Member, Deputy Director-General, Foreign Economic Relations Department, Ministry of National Planning and Economic Development, Nay Pyi Taw, Myanmar.



Mrs. Jitkasem Tantasiri, Committee Member, Director of Thai Cooperation Branch I, Thailand International Development Cooperation Agency, Ministry of Foreign Affairs, Bangkok, Thailand.



Mrs. Nguyen Thi Thanh Phuong, Committee Member, Deputy Director-General, Foreign Economic Relations Department, Ministry of Planning and Investment, Hanoi, Vietnam.



Dr. Suchat Katima, Committee Member, Director, Mekong Institute, Khon Kaen, Thailand.



REGIONAL COORDINATING AGENCIES

MI works closely with coordinating agencies from the government sector in all six GMS countries to implement its activities.



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Tel : 66 (0) 2 203 5000

Fax : 66 (0) 2 203 5000 Ext. 40000

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Department of Foreign Economic Relations Department

Ministry of Planning and Investment

No.6B Hoang Dieu, Ba Dinh, Hanoi,

Vietnam

Telephone : (84-4) 804 3029

Facsimile : (84-4) 823 0161

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THE MI SECRETARIAT



The MI Secretariat has three training teams (one for each thematic area). In 2011, there was a total of 41 full-time staff representing all six GMS countries and 6 foreign experts. MI has partnered with several training and research institutions in the region and beyond to increase the institute's capacity in meeting the diversified needs in the region.

The MI Secretariat is led by the Director. Its main duties are to organize the specific activities for educational purposes through working with other reputable GMS and international institutions, to supply technical and professional support for the Council and Steering Committee, and to provide information to the GMS member countries on all areas of HRD for GMS development and co-operation.

MI STRATEGIC FRAMEWORK 2011 -2015

VISION

Capable and committed human resources working together for a more integrated, prosperous and harmonious GMS

MISSION

To contribute through human resource development and capacity building to the acceleration of sustainable economic and social development and poverty alleviation in the Greater Mekong Sub-region and promote regional cooperation and integration.



MAIN STRATEGIC GOALS:

GOAL 1:

To deliver high quality and relevant capacity building program promoting GMS economic and social integration

GOAL 2:

To facilitate the development of policies and best practices that promote regional cooperation and integration

GOAL 3:

To be a well-known GMS learning center for regional cooperation and Integration

GOAL 4:

To attain financial sustainability as a GMS-owned institution

KEY STRATEGIES:

- Strengthen local partners in delivering core MI HRD Programs
- Promote cross-country networks and regional policy dialogues
- Enhance private sector participation & competitiveness along the Economic Corridors
- Form strategic alliances with development partners and national agencies
- Promote GMS ownership of MI Programs
- Strengthen internal capacity as facilitation house for regional integration



GOOD GOVERNANCE AND
REGIONAL COOPERATION

MI'S THEMATIC AREAS

MI's learning programs and services cater to the capacity building needs of current and future GMS leaders and policy makers on issues around Rural Development for Sustainable Livelihoods, Trade and Investment Facilitation and Human Migration with Good Governance and Regional Cooperation as cross cutting themes that reflect our mission.

Under each key area, MI creates synergy between Learning Programs, Research and Policy Consultation.



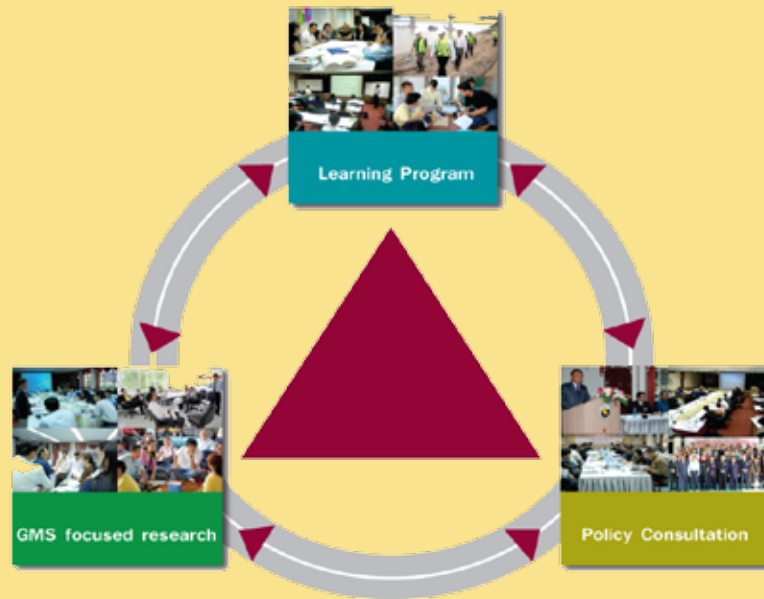
RURAL DEVELOPMENT FOR
SUSTAINABLE LIVELIHOODS



TRADE AND INVESTMENT
FACILITATION



HUMAN MIGRATION
MANAGEMENT AND CARE

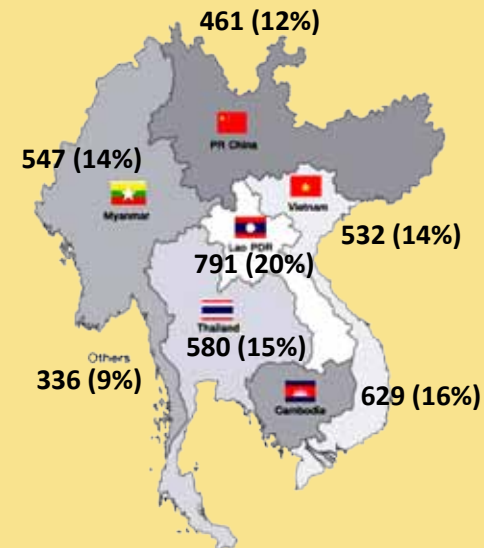


PRODUCTS AND SERVICES

- The Professional Development Series (PDS) -- a set of learning courses focusing on MI's thematic areas which are offered annually.
- Customized learning courses, workshops and structured learning visits tailored to meet clients' needs.
- GMS-focused research, forums and symposiums
- Regional workshops, meetings, seminars and policy consultation on issues related to MI's three thematic areas
- Consultancy services on GMS cooperation and integration activities

MI ALUMNI

To date, more than **3,876 Alumni** have attended MI's learning programs on Rural Development for Sustainable Livelihoods, Trade and Investment Facilitation and Human Migration.



2011 PERFORMANCE

HIGHLIGHTS OF 2011

This is the first year of MI operation under the new Strategic Plan 2011 – 2015. This new strategic plan was formulated through a participatory planning process of which inputs and recommendations of stakeholders from the six GMS countries were taken into consideration.

This was accomplished through national consultative meetings and regional consultation. Under the new strategic plan, MI plans to achieve its vision “Capable and committed human resources working together for a more integrated, prosperous and harmonious GMS” by implementing new strategies like: going beyond standalone training activities into multi-level programs that will strengthen the HRD capacities of target clients at the operational and institutional levels; pro-active marketing and resource mobilization to ensure stable income for operations and program delivery; and enhancing organizational efficiencies and effectiveness to deliver high quality programs in collaboration with specialized organizations and local partners.

The shifting and realignment of MI personnel and implementation strategies have been on-going throughout the year and we do hope MI staff would get used to the new strategic direction by now.

We continue to witness strong ownership and commitment from the GMS countries in 2011. Four out of six GMS countries (Cambodia, China, Lao PDR, and Vietnam) provided financial support to MI operations and all countries have been actively involved in the development of MI programs and activities throughout the subregion. We also had opportunities to host several delegates from China, Korea, Japan and other ASEAN countries. The visit of Dr. Surin Pitsuwan, Secretary General of ASEAN, early this year provided us a great opportunity to work with the ASEAN Secretariat on Initiatives for ASEAN Integration.



DR. SUCHAT KATIMA
Director
Mekong Institute

The new exciting endeavor MI has commenced this year is the private sector development project on East-West Economic Corridor funded by the Japanese Government throughout the Japan-ASEAN Integration Fund. This project encompasses eleven provinces of four countries along the corridor with the objectives to promote trade and investment along the corridor and strengthen the business development services of targeted chambers of commerce and industries. The main outputs of this year included the EWEC Business Database, B2B network, inter and intra trade promotion events and executive seminar on EWEC development potentials.



MI has been working with NZ Aid Programme and IAI Unit of ASEAN Secretariat since the beginning of 2011 to conceptualize new initiatives to support the integration of new ASEAN members (CLMV) into AEC. The concept papers were deliberated at the multi-stakeholders meeting “Mekong Forum” in July this year. This 3-year project entitled “Capacity Development for Integrating CLMV Economies into AEC” shares the ambitious goal of the IAI, i.e., narrowing development gap between ASEAN members. The NZAP fund covers the participation of and all project activities in CLMV countries. The participation of targeted groups in Thailand and China are very welcome and, as practiced, MI will seek co-financial support from the Thai Government and Chinese Government for the participation of Thai and Chinese Participants and field activities to be implemented in Thailand and China respectively. 2011 has also witnessed the smooth transfer of Chairmanship of the MI Council from Mr. Gu Zhaoxi, the Vice Governor of Yunnan Province to H.E. Ngo Hongly, Secretary General

of Council for Administrative Reform under the Prime Minister’s Office, Cambodia.

The Chairmanship of the MI Council is rotated every two years. Mr. Gu was the Chairman from August 2009 - July 2011. Under his leadership we had witnessed several organizational developments including the transformation of MI from an independent organization to a full-pledged intergovernmental organization in 2009, the hosting of a regional multi-stakeholder meeting in Kunming in 2010 to deliberate MI’s Strategic Plan and the significant increase of GMS Government contributions to MI Operation from 14% to 34% of the total budget in the last two years. The strong leadership of Mr. Gu is deeply appreciated and we are confident that under the new leadership of our Cambodian Council member, MI will continue to progress toward its vision – capable and committed human resources working together for a more integrated, prosperous and harmonious subregion.

PROGRAMS DELIVERED IN 2011



RURAL DEVELOPMENT FOR SUSTAINABLE LIVELIHOODS

The Rural Development and Project Management Program has delivered 15 activities including training courses, structured learning visits and 2 researches to enhance the content and quality of its learning programs which cover the areas of Agriculture Value Chains and Postharvest Practices, Local Economic Development and Regional Management, Climate Change Adaption and Environmental Concerns, and Project Management & Facilitation.

AGRICULTURE VALUE CHAINS AND POSTHARVEST PRACTICES

- ✦ A two-week training course on *“Postharvest Practices: Experiences and Best Practices in Israel and Thailand”* was conducted in collaboration with TICA and MASHAV in order to increase awareness of GMS researchers on several ways to reduce losses in the production and marketing of agricultural products. Its Synthesis and Evaluation Workshop was organized after a six-month period to learn about the importance of Good Agriculture Practices (GAP) and Postharvest Practices in the value chain of agriculture products by sharing the results, implementation constraints, positive insights, experiences and lessons learned from the action plans.
- ✦ MI was commissioned by the Thailand International Development Cooperation Agency (TICA) to organize a two-week training course on *“Agriculture Sector Value Chain Analysis and Promotion”* for government officials coming from Cambodia, China, Lao PDR, Myanmar and Vietnam to develop their professional capacity and broaden their horizon on the features, usefulness and benefits of the Value Chain Approach to local, national and regional economic development, as well as practice the analysis of value chain of selected agricultural commodities.
- ✦ In order to promote the capacity of the agro-industry and food processing businesses in the GMS, a one-month youth camp for young agriculturists on *“Integrated Swine and Poultry Production in Thailand”*, was conducted in collaboration with The Betagro Group, a Thai agro-industrial company.
- ✦ Two Structured Learning Visits (SLVs) were organized for Lao government officials and farmers: one on *“Rice Production Value Chain in Northeastern Thailand”*, sponsored by the National Agriculture and Forestry Extension Services (NAFES) of the Lao Ministry of Agriculture and Forestry, to study Thailand’s rice production in the Northeastern region and to study the roles of Rice Seed Center, Central Market, and private/Cooperative Rice Mills in the rice value chain; and another on *“Regional Rural Development Planning”* commissioned by GIZ, to study the planning procedures in Thailand and to apply the knowledge in preparing the guidelines for the 8th National Socio-Economic Development Plan of Laos.





✿ With technical assistance from the FAO Regional Office Bangkok and funding support from NZAP, MI conducted a research on *“the Cabbage Postharvest System and Cabbage Cross-border Value Chains from Boleven Plateau of Southern Lao PDR to Bangkok Distribution Center in Thailand”* for two months. The objective of this study was to assess the current postharvest practices of fresh produces in Lao PDR, map and analyze their value chains, and make recommendations on how to improve the postharvest practices and add value to the supply chains. The results of this study were used as the basis for MI to develop a project proposal on GAP and Postharvest Practices, which is one component of the regional development project to be funded by NZ Aid Programme in the next three years.

✿ Funded by the ADB-PPP Development Management program, MI has been working with Ubon Ratchathani University and Yunnan University in 2009-2010 to conduct a policy research entitled *“Improving Management Policies for Cross-Border Contract farming between China, Thailand and Lao PDR.* The research was completed in December 2010 and the final research report has been submitted to ADB. During the first quarter of 2011, a journal article entitled *“Cross-Border Contract Farming Arrangement: Variations and Implications in Lao PDR”* was written for an ADB publication and a policy brief entitled *“Cross-Boundary Contract Farming: An Institutional Choice under Constraints in Lao PDR”* was drafted. The ADB presented the research results to Lao government officials and policy-makers in 2011.

LOCAL ECONOMIC DEVELOPMENT AND REGIONAL MANAGEMENT

✿ The first phase of the training series on *“Actively Shaping Rural Development through Local Rural Economic Development and Regional Management”* was organized for one week in collaboration with GIZ to develop competencies in the local and regional bodies to design and steer the rural development process for professionals who are involved in community development in Cambodia and Lao PDR.

✿ MI was commissioned to organize a two-week Structured Learning Visit on *“Good Governance Initiatives in Thailand”* by the Northwestern Provincial Council of the Democratic Socialist Republic of Sri Lanka to present good governance initiatives in Thailand and how these could be translated into policies and practices in their own country.





CLIMATE CHANGE ADAPTATION AND ENVIRONMENTAL CONCERNS

- ✦ A two-week training course on “Integrated Water Resources Management for the Mekong” was conducted two times in collaboration with MRC to provide a good understanding of water management principles, water resources management functions, basin planning, and various key issues in water management for young river basin planners from the lower Mekong countries (CLVT).

PROJECT MANAGEMENT AND FACILITATION

- ✦ Two training courses on “Project Monitoring and Evaluation” were organized for two weeks each; one training was in cooperation with ADB to enhance the technical skills of targeted government officials in designing and conducting project monitoring and evaluation. Another one was commissioned by the Ministry of Planning and Investment of Lao PDR to organize a tailor made training for government officials from its Department of International Cooperation to enhance their skills in providing monitoring and evaluation support to government projects.
- ✦ A training course on “Strategic and Participatory Planning and Management” was organized with the support of TICA for leaders, senior officers and planning staff of government agencies and public enterprises from China, Lao PDR, Myanmar and Vietnam to do effective strategic planning through a participatory approach.
- ✦ Two training courses on facilitation have been organized in collaboration with GIZ: one basic course, “Effective Facilitation and Communication Skills”; and one advanced course, “Facilitation as Core Competencies” for government officers, trainers, program facilitators and development practitioners who are involved in development work in Cambodia and Lao PDR.







TRADE AND INVESTMENT FACILITATION



The Trade and Investment Facilitation Program has successfully accomplished 6 activities including trainings, workshops, structured learning visits (SLV) , meetings, and 4 assessment studies to enhance the content and quality of its learning programs, which mainly focused on the areas of Trade and Investment Promotion in Economic Corridors, SME Development, Export Consortia, and Freight and Logistics Energy Efficiency.

TRADE AND INVESTMENT PROMOTION IN ECONOMIC CORRIDORS

In collaboration with JAIF, MI implemented several activities of the project “Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along EWEC” which included the following ones:


-  A one-week training course on “*Business Research Information Management*” was held to develop the skills of Chamber of Commerce and Industries (CCIs) and Business Associations (BAs) in business research with the purpose of developing a business and trade database for the EWEC provinces in Lao PDR, Thailand, Myanmar and Vietnam. As a result of the training course on “Business Research Information Management” MI has successfully developed the “*EWEC Business Database*”, which consists of business and provincial profiles.
-  A one-day “*Executive Seminar on Business Opportunities and Development Potentials on the EWEC*” was conducted during the opening of the Third Thai-Lao Friendship Bridge. The EWEC Business Database was also introduced to the delegates during the seminar.




-  A one-week workshop on “*Trade Event Promotion*” for CCIs and BAs along EWEC was held to introduce them to the practical tools and techniques needed to organize an event. The training course aimed to identify possible areas of collaboration between CCIs and BAs along EWEC in order to implement one event to assist local SMEs to enter the regional export market and to establish a business network. As a part of the training, MI partially supported a group of SME businesses to participate in the Trade Fair and Business Matching at “Danang Spring Fair” in Vietnam to promote SME business networking in the EWEC provinces.
-  A one-week structured Learning visit on “*Business to Business Development*” was organized for members of CCIs, SME Associations, Federation of Thai Industries and officials from trade promotion agencies to expose the participants to emerging business opportunities along EWEC.




With the support of NZAP, MI has conducted two studies:


 One was on “*Capacity Needs Assessment*” in May to enhance human resources and institution capacities of local and provincial Chambers of Commerce and Industries (CCIs), Business Associations (BAs), Chambers of Commerce (CoC), Federation of Thai Industries (FTI) and Public Institutions (PIs), which are involved in trade and investment facilitation.

 Another was organized on “*Survey of Agricultural Trade and Investment along the GMS Economic Corridors (EWEC & NSEC)*”, in February, to identify the cross-border trade activities in the agro-related sector and local/regional business competitiveness. From the two studies, MI has successfully developed a series of capacity development activities in response to the needs of the target institutions.

FREIGHT AND LOGISTICS ENERGY EFFICIENCY

In collaboration with the Environmental Operations Centre (EOC), ADB Thailand, MI has accomplished the project “*Freight and Logistics Energy Efficiency along EWEC*”, which included the following activities:

 A survey of “*Freight Operators in Lao PDR, Thailand and Vietnam along EWEC*” was conducted for two months to understand the nature and structure of freight transport providers and their attitude toward fuel efficiency measures.

 A one day consultative workshop on “*Freight and Logistics Energy Efficiency along EWEC*” was organized and the findings of the survey of “*Freight Operators in Lao PDR, Thailand and Vietnam along EWEC*” were presented. Recommendations were given for intervention in order to help businesses operating in road freight to reduce fuel costs by increasing efficiency of fleet and operations. As a next step of the study of “*Freight Operators in Lao PDR, Thailand and Vietnam along EWEC*”, the project will work on developing certain modalities of fuel efficiency management in the EWEC countries in 2012.

SME DEVELOPMENT AND EXPORT CONSORTIA

MI was commissioned by Thailand International Development Cooperation Agency (TICA) to give a three-week training course on “*Enhancing Entrepreneurship in SME Development and Export Consortia*” for government officials, members of CCIs and BAs from Lao PDR, Myanmar and Vietnam to provide practitioners in the field of SMEs and export promotion with the necessary knowledge and skills to promote export consortia.





HUMAN MIGRATION MANAGEMENT AND CARE

MI's Human Migration Program has successfully accomplished 3 activities: a capacity needs assessment study, a regional expert meeting and a research to enhance its learning program which focuses on Labor Migration Management.



LABOR MIGRATION MANAGEMENT CAPACITY BUILDING PROGRAM (2011-2013)

Sponsored by NZAP, MI conducted a “Capacity Needs Assessment and Policy Gap Analysis of Cross-border Labor Migration in the GMS” in early 2011. The findings were then used as the basis for the development of MI’s Labor Migration Capacity Building Program for the next three years.

With the support of NZAP, a regional expert meeting on the “Labor Migration and Care Program” was held to deliberate on the main components of MI’s drafted three-year Labor Migration and Care program (2011-2013) and sought the experts’ advice on implementation strategies of the program at the regional and national levels. The outcomes of the meeting were used to improve the program’s capacity-building package.

The Mekong Institute, with the consultancy of ILO Regional Office - Bangkok, has commissioned a team of GMS researchers to conduct a research on the demand of “Vocational Skills of Multi-national Companies Operating in Special Economic Zones of Cambodia, Laos and Myanmar”. The research will assess the availability of those skills in the current and future labor market, and will assess the capacity of the vocational training institutions in each country in supplying workers with these necessary skills. This research was commenced in September 2011 and is expected to be completed in mid 2012. The findings and recommendations will be presented at a regional policy dialogue on required vocational skills for AEC in July 2012.

SPECIAL PROGRAMS AND PROJECTS

In 2011, with the support of NZAP, MI hosted 3 special activities to expand MI's network with national agencies and training institutions in the region.



THE MEKONG FORUM

The Mekong Forum, with the theme “From the Greater Mekong Sub-region (GMS) to the ASEAN Economic Community (AEC): Prospects for Human Resource Development and Capacity Building in Regional Cooperation and Integration”, brought together over 70 participants including senior government officials, academics and researchers, civil society, private sector representatives and other capacity building professionals from throughout the Sub-region and beyond. Specific recommended actions included policy dialogues, trainings, researches, seminars and workshops, forums, outreaches, study visits, peer support programs and media campaigns.

YOUNG GMS PROFESSIONALS PROGRAM

This program aims to develop the human resource capacity of private organizations and public institutions involved in GMS development and cooperation by means of providing a structured learning opportunity and hands-on experiences to young Mekong professionals over a six-month period. In 2011, five young professionals from the GMS countries joined this program. The program provided trainings on Effective Facilitation Skills, Integrated Water Resource Management, Project Management and Research Methods and opportunities to do on-the-job training and action research with mentoring from MI professional staff.



“The knowledge and skills gained from the YGMS program helped me get a better job when I returned home. The facilitation skills have been very useful. MI is a great place to develop skills related to trainings.” Kim Seanvirak, Program Coordinator, GIZ Cambodia



“I have applied the knowledge and skills from the YGMS training especially project management, finance and communication skills in my current work. The program is a good bridge between fresh graduates and companies and organizations.” Yarzar Nyunt, Project Administrator International Union against Tuberculosis and Lung Disease



“After completing the YGMS program at MI, I moved from a local NGO to a consulting firm as a researcher/consultant, where I am now involved with socioeconomic and business research. The knowledge and experiences I got during my six months at MI have proven very useful to me in my new job” Va Sothy, Researcher/Consultant, Business Development Link (Cambodia) Co., Ltd.

MEKONG INSTITUTE - NEW ZEALAND AMBASSADOR'S SCHOLARSHIP PROGRAM

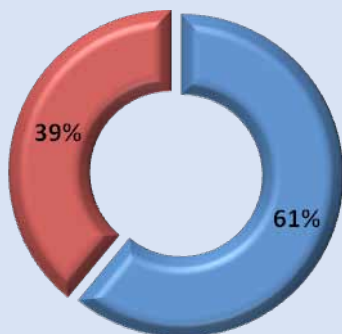
Dubbed as “MI-New Zealand Ambassador’s Scholarship Programme”, or MINZAS, the aim of the program is to provide professional development opportunities for Master’s level students from CLMT through a structured training program and research assignment in MI under the guidance of experienced regional and international experts. With the funding from New Zealand Embassy Bangkok under the name of H.E. Bede Corry, the Ambassador, twelve scholars will be selected per year ensuring even distribution (equal representation) among the 4 countries. Recruitment of the 1st batch of MINZAS scholars started in December 2011, and in 2012 they will be given research training to help them improve their research skills.



PROGRAM PARTICIPATION

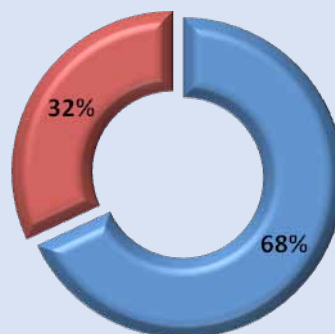
592 participants joined MI programs including training courses, structured learning visits, workshops, forums and meetings in 2011.

■ PARTICIPANTS BY SECTOR



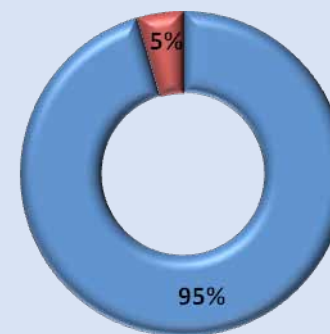
- Government Sector
- Private Enterprise/Civil Society

■ PARTICIPANTS BY GENDER



- Male
- Female

■ PARTICIPANTS BY REGION



- GMS Participation
- Non GMS Participation

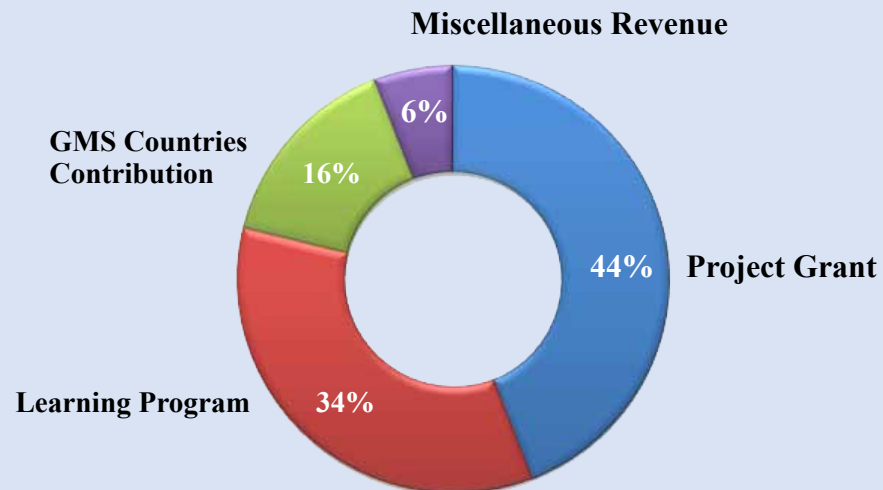
FINANCIAL REPORT 2011

REVENUE	AMOUNT (USD)
Grants for Learning Programs	
Thailand International Development Cooperation Agency (TICA)	183,169
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	81,602
Asian Development Bank (ADB)	50,077
Greater Mekong Subregion - Environment Operation Center (GMS-EOC)	42,943
Mekong River Commission (MRC)	29,992
The North Western Provincial Council, Sri Lanka	20,162
National Agriculture and Forestry Extension Services (NAFES)	10,404
Foreign Affairs Office of the People's Government of Yunnan Province (FAOYN)	5,360
Selling Seats and Other	14,801
Total Grant for Learning Program	438,511
Grant for Projects	
Capacity Building Program for Regional Cooperation and Integration – New Zealand Aid Programme	278,555
Three-Year Business Plans for Human Migration and Rural Development – New Zealand Aid Programme	20,919
Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along EWEC - Japan Asean Integration Fund (JAIF)	256,850
Total Grant for Projects	556,325
GMS Country Contributions	
Chinese Government	150,000
Cambodian Government	20,000
Lao Government	10,000
Vietnamese Government	20,000
Total Contribution	200,000
Miscellaneous Revenue	74,387
Total Revenue	1,269,223

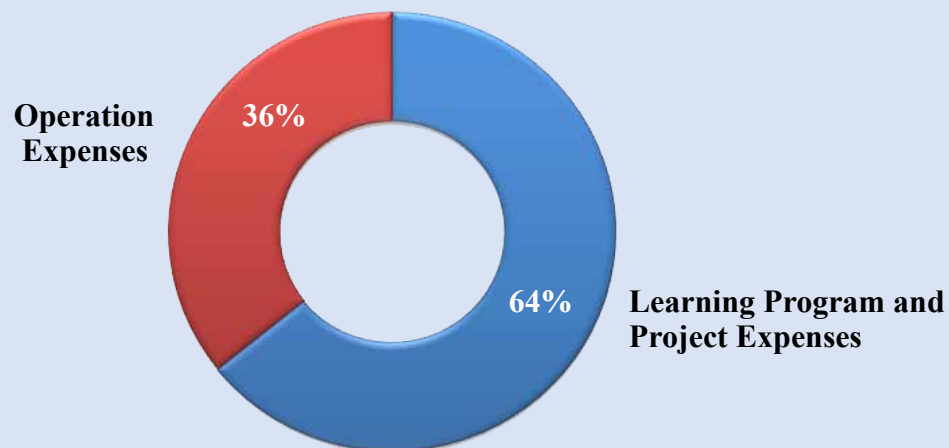
EXPENSES	AMOUNT (USD)
Learning Programs and Projects	
Learning Program Delivery	197,473
Regional Development Project	
- Capacity Building Program for Regional Cooperation and Integration – New Zealand Aid Programme	202,443
- Three-Year Business Plans for Human Migration and Rural Development – New Zealand Aid Programme	17,690
- Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along EWEC - Japan Asean Integration Fund (JAIF)	174,039
Program Administration	263,323
Total Learning Program and Project Expenses	854,967
Operations	
Salary and Common Staff Benefits	282,763
Travel	1,886
Stationery and Supplies	9,910
General Operation Expenses	40,747
Contractual Service	32,352
Repair and Maintenance	16,566
Meeting Expenses	36,506
Depreciation	55,873
Total Operation Expenses	476,603
Total Expenses	1,331,570
Revenue under Expenses	62,348



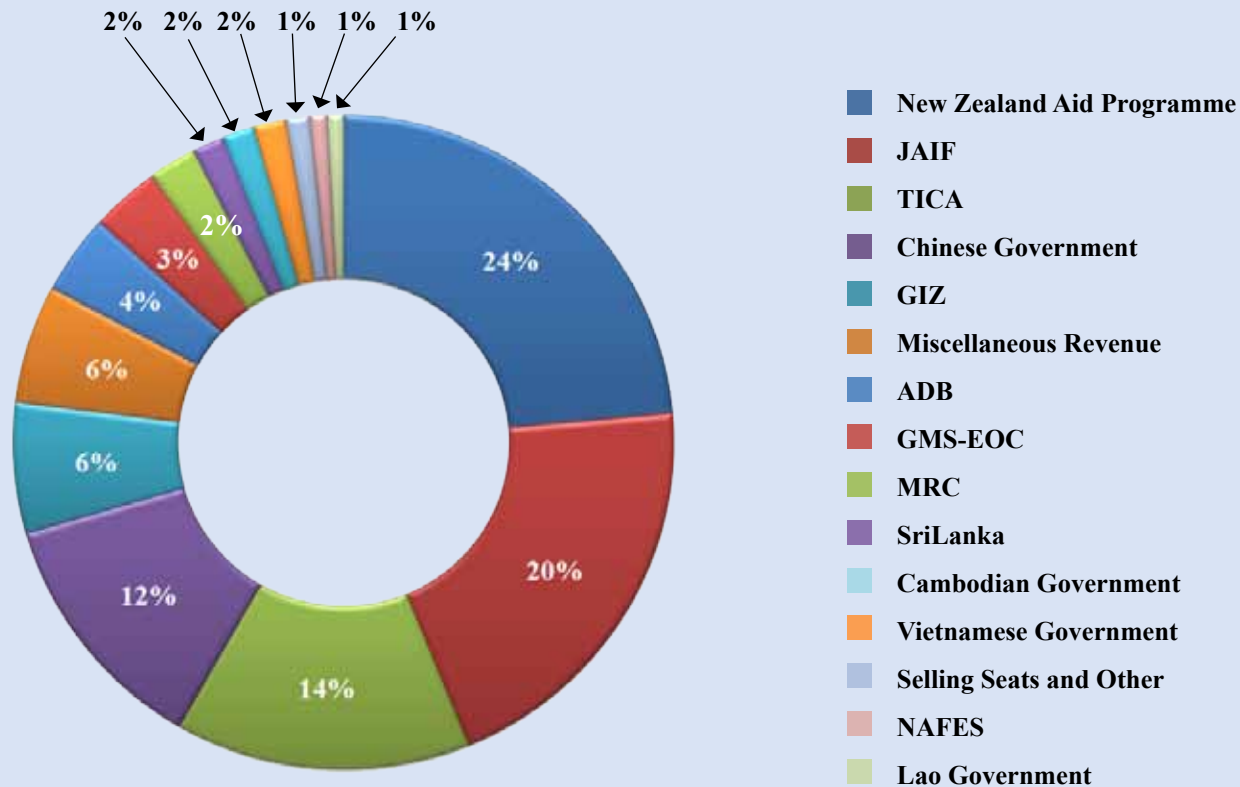
2011 REVENUE



2011 EXPENSES



2011 SOURCES OF REVENUE



MI PERFORMANCE ASSESSMENT 2011

Based on the Key Result Areas (KRAs), Key Result Indicators (KRIs) and 2011 targets set out in MI Business Plan, MI has performed well in 2011.

KRA 1: CUSTOMERS

MI offered 24 programs in total including training courses, structured learning visits, workshops, forums and meetings. That is a 41% increase in programs compared to the baseline of 17 programs in 2010. The target of a 20% increase was thus met and exceeded. Moreover, MI has successfully exceeded in its research conduct; two researches were designated as target, but MI conducted 8 researches in 2011.

The total number of participants in 2011 was 592, this was an increase by 37% compared to the baseline of 432 participants and the target of a 20% increase was thus met and exceeded. The satisfaction level of the participants that joined MI activities was rated 4.27 on a 5 point scale and thus the project target was achieved. 90% of the participants who attended the courses have reported that the skills and knowledge they gained have been very useful in their work, thus the target of 80% was met and exceeded.



KRA 2: PROCESS AND GROWTH

By creating strategic alliances with regional and national partners, MI has achieved 13 collaborations, which exceeded the target of 4 collaborations, with national and regional partners.

By enhancing MI's Human Resource Capacity, MI strived to achieve a fair representation of non-Thai staff. MI has reached a total of 10 non-Thai staff in 2011 compared to the baseline of 11 non-Thai staff. MI was also able to attain more in-house experts from originally 2 to 6 experts/trainers and MI achieved a satisfaction level of program support services, 4.3 on a 5 point scale rated by participants.

KRA 3: FINANCE

In 2011, MI's accounts were audited with no major issues identified. MI accomplished the targeted ratio of program delivery to operating costs of 64:36. However, only THB70M of the targeted reserve fund of THB75M was achieved.













As for the GMS countries' annual contributions to support MI

operations, MI received THB 6 M annual contributions from Cambodia, China, Lao PDR, and Vietnam but we failed to receive the much needed annual contribution from Thailand. The absence of Thailand's contribution (THB12M) forced MI to dig into its reserve fund to cover the 2011 budget deficit.



MEASURING PERFORMANCE AGAINST KEY RESULT INDICATORS AND 2011 TARGETS

 Not Achieved/Measured
  Some Progress
  Moderate Progress
  Solid Progress
  Achieved/Exceeded

KRA 1: Customer	Key Result Indicator	Baseline[2010]	Target[2011]	Achievement	
Design and Deliver Learning Programs	1. No. of activities	17	20% increase in number of activities	41% (24 programs)	
	2. No. of participants	432	20% increase in number of participants	37% (592 participants)	
	3. Application of skills and knowledge	60% of participants	80% of participants	90%	
	4. Participant satisfaction	Level 4 (5-pt scale)	Level 4 (5-pt scale)	4.27	
Strengthen Partnerships with Private Sector	1. Participation of private sector and quasi-governmental organizations in MI programs	28% of participants	33% of participants	39% (231 participants)	
	2. No. of private enterprises conducting joint activities with MI	0	2	1	
Conduct Policy Research and Make Recommendations	1. No. of research conducted by in-house researchers	1	2	8	
	2. No. of policy dialogue/forum organized	1	2	2	
	3. No. of participants	45	100	147	
	4. No. of policy briefs submitted to decision maker	1	2	1	
Perform Consultancy Services	1. No. of consultancy services commissioned by clients	2	3	1	
In-country Program	1. No. of MI programs conducted off- MI headquarters	4	8	3	

KRA 2: Process and Growth		Key Result Indicator	Baseline[2010]	Target[2011]	Achievement
Create Strategic Alliance with Regional and National Partners	1. No. of active strategic alliances	2	4	4	
	2. No. of project activities conducted in collaboration with national and regional partners	1	4	13	
Enhance MI Human Resource Capacity	1. Number of CLMV and China professional staff representation against Thais	11 non-Thai GMS and 7 Thai	20 % increase in number of CLMV and China	10 non-Thai GMS	
	2. No. of in-house experts / trainers	2	3	6	
	3. No. of Young GMS Professionals complete their training	6	6	5	
	4. Relevance and effectiveness of Young GMS program	3.34 on a 5 point scale	4	3.1	
MI Administrative and Program Support Services	1. Satisfaction with MI support services by participants	4.31 (5-pt scale)	4.3	4.3	
KRA 3: Finance		Key Result Indicator	Baseline[2010]	Target[2011]	Achievement
Financial Discipline	1. Reserve fund	THB 62 M	THB 75 M	70 M	
	2. Ratio of program delivery and operation costs	60:40	64:36	64:36	
GMS Contribution	1. GMS country contributions	THB 16 M	THB 18 M	6 M	
	2. No. of MI activities funded/ partially funded by GMS countries	4	6	2	
	3. % of participants of MI core programs sponsored or partially sponsored by GMS countries	15% of participants	20% of participants are sponsored	18%	
Multi-year Program Funded	1. No. of multi-year program funded	3	5	2	
	2. Income generated from program delivery	35 M (THB)	37 M (THB)	31M	
Proactive Marketing	1. No. of self-paid participants	12	15	7	

2012 GOALS AND CHALLENGES



2012 is the second year of the MI Strategic Plan 2011–2015 and it is the 15th anniversary of the Mekong Institute in serving Mekong Countries. The goals for 2012 are to a) expand MI programs and services vertically and horizontally to meet the needs of MI member countries, especially in three thematic areas - sustainable development, trade and investment facilitation and human migration; b) build in-house research capacity; c) improve financial and procurement management systems; d) partner with new key regional development players like ADB, ASEAN, JICA, ROK in designing and implementing capacity development programs which aim to narrow development gaps among ASEAN countries; and e) acquire annual contributions from at least five member countries.

Vertically, MI needs to have an impact on national and regional policies on human resource development for successful economic and social integration in the GMS and in ASEAN. For this, MI has to move beyond the GMS boundary to a much bigger arena, ASEAN. In 2012, MI will be working with Initiative for ASEAN Integration Unit of ASEAN Secretariat and Asian Development Bank Institute to implement a regional project entitled “Supporting Equitable Development in ASEAN. This project comprises of policy-oriented research activities and capacity building programs focused on CLMV countries. This project fits very well into MI’s Strategic Plan and it surely will compliment the NZ Aid Programme funded project “Capacity Development Programme for Integrating CLMV Economies into AEC.” – to be kicked off in early 2012.

MI is now being well recognized as a facilitation house for regional cooperation. For 2012, MI will organize two policy dialogues to promote closer cooperation among the GMS countries. One policy dialogue on “Water Energy Development and Environmental Protection” to be co-hosted by Cambodian Government and Chinese Government will be conducted in Cambodia. The dialogue will bring senior officials and decision makers to deliberate on regional perspectives of sustainable hydropower. We have also been requested to facilitate a multi-stakeholder seminar on ROK – Mekong Cooperation to provide inputs to the Korea – Mekong Plan of Action. MI will also work with JICA and NESDB-Thailand to initiate “Industrial Estates’ Standardization Program” in the GMS.

Horizontally, MI plans to expand its services and areas of coverage to serve different stakeholders: public agencies, private enterprises and associations, national academic institutions and civil society. In 2011, the number of MI program beneficiaries from the non-government sector has increased to 39%. In 2012, we will be expanding our private sector development activities on EWEC to another two GMS economic corridors: the NSEC to be financed by Yunnan Government, and the Southern EC, hopefully, to be funded by JAIF.



While celebrating our 15th Anniversary in 2012, MI will no doubt be facing several challenges. First, we need to urgently build up our human capital to deliver high quality programs and services. All program personnel have to be retooled and retrained on regional project management – moving away from offering standalone training courses to managing and facilitating multi-year project activities in collaboration with different partners. Our program officers will also be required to work with national and international experts in conducting and disseminating policy-oriented researches – new skills that need to be acquired and demonstrated in order to gain respect from our partners.

Second, GMS annual contributions to support MI operation remain uncertain. Commitment and ownership from all six GMS countries are vital to MI's future. Therefore, in 2012, we will continue to seek support from and be responsive to the needs of our owners, the GMS countries.

2012 WORK PLAN

MEKONG DEVELOPMENT PROGRAM

	TYPE	DATE	LOCATION	DONOR
Special Economic Zones Skill Requirements	Research	Jan - Jun	CLMV	NZAP
Southern Economic Corridors Preliminary Survey	Research	23 Jan - 16 Mar	SECs MTCV	JAIF
Project Management Training Course for Cambodians	Training	21 May - 1 Jun	MI	TICA
Project Monitoring and Evaluation Learning Program for ADB-PPP Alumni	Training	7 - 18 May	MI	ADB - PPP
Integrated Water Resource Management in Mekong Basin	Training	7 - 20 Jun	Vientiane	MRC
Advanced Facilitation skills for Development Practitioners	Training	4-15 June	MI	PPS
Cross-border Labor Migration Management	Training	2 - 13 Jul	MI	ADB – PPP
Project Monitoring and Evaluation	Training	13 - 24 Aug	MI	PPS
Managing Public Sector Reform	Training	29 Oct - 09 Nov	MI	PPS
Strategic and Participatory Planning and Management	Training	8 - 19 Oct	MI	PPS
Labor Migration Management Training	Training	26 Nov -2 Dec	MI	ADB
Leadership in Competitive Enterprise	Training	19 - 30 Nov	MI	PPS

RURAL DEVELOPMENT PROGRAM

	TYPE	DATE	LOCATION	DONOR
Conduct baseline studies on GAP, Postharvest, CBCF, and set up baseline data	Research	Dec - Feb	CLMV	NZAP
YGMS and New Staff Training on MI Program Management Course	Training	9-18 Jan	MI	NZ AP
SLV on Farming System in Thailand	SLV	23 - 27 Jan	MI	SDC
Research on CBCF on Economic Corridors	Research	Feb - Jun	MI and Field	NZAP
GAP and PH training program	Training	21 May - 1 Jun	MI	NZAP
Renewable Energy Development in the GMS	Training	28 May - 8 Jun	MI	China
Action Research on CB Value Chain of Fresh Produces	Research	June - Oct	CLMor V	NZAP
Provide technical assistance to national trainers in localizing and field testing each training module	Field event	Jul - Dec	CLMV	NZ AP

Regional Approach to Wetlands and Forest Protection in the GMS	Workshop	11 - 13 Jul	Jinhong	China
Youth Camp on Modern Farming System	Workshop cum Practicum	2 - 31 Jul	MI and Field	NZAP
CB Agriculture Value Chains Management (PDS)	Training	9 - 20 Jul	MI	PPS
Renewable Energy Development in the GMS: Sharing Experience in Yunnan Province	Workshop	3 - 7 Sept	Kunming	YNG
SLV on Successful Contract Farming System	SLV	8 - 12 Oct	MI and Field	NZaP
Familiarize studies on key cross-border value chains of fresh produces	SLV	27 - 31 Aug	MI and Field	NZAP
GAP and PH training synthesis and evaluation	Workshop	28 - 30 Nov.	MI	NZAP

TRADE AND INVESTMENT FACILITATION PROGRAM

	TYPE	DATE	LOCATION	DONOR
Conduct baseline studies on SME and FTA, and set up baseline data	Research	Dec - Feb	CLMV	NZAP
Clean Fleet Trucking Management	Workshop	16 - 17 Jan	MI	EOC
Conduct mid-term evaluation and use the results of evaluation to improve program activities and implementation strategies	Research	16 Jan - Mar 2	EWEC	JAIF
Japanese Investors SLV to industrial estates	SLV	24 - 27 Jan	EWEC	JETRO
Organize structured learning visit on SME Cluster & Export SLV for Business to Business	SLV	19 - 23 March	SEC	JAIF
JAIF Project Steering Committee Meeting	Workshop	3-Apr	BKK	JAIF
Industrial Standard Workshop for Industrial Estates	Workshop	2 - 3 May	MI	JICA - NESDB
Value Chain Analysis and Promotion, cluster development and export consortia	Training	14 - 25 May	MI	NZ AP & PPS
Training on Developing SME Cluster and Export Network				
Conduct Business Research Methodology Training for key staff of CCI, SME Associations and Provincial Department of Trade and Investment on NSEC	Training cum Research	2 - 6 Jul 28 May- 1 June	MI	YNG
Modular Training on Business Research and Trade and Investment Data Base for CCIs along NSEC				
NSEC Importers and Exporters Database Development	Research	June- Aug	MI	YNG

Component C3c : Executive Seminar on Business Opportunities in Myanmar	Seminar	5-6 June	Yangon	JAIF
Training program on Trade Policy Development and Trade Negotiation	Training	11-15 June	MI	NZAP
Technical assistance to national trainers in localizing and field testing each training module	Survey & Research	June- Aug	MI	NZAP
Training on Effective Trade Events (Independent)	Training	18-22 June	MI	JAIF
Business research and developing SME members database and network	Research	June - Oct 2-6 July	CLMV	NZ AP
Action Research on SME Cluster and Export Network in Cambodia and Laos	Research	July - Nov	Lao and Cambodia	NZAP
Facilitate regional multi-stakeholder policy dialogue/open forum on AFTAs and AEC for public and private sectors and civil society in the GMS	Seminar	17 - 19 Sept	Pullman KK	NZ AP
Provide technical assistance to national trainers in localizing and field testing each training module	Field event	Sept - Dec	CLMV	NZ AP
NSEC Synthesis Workshop for Development of Standard Computerized Database System	Workshop	1-Nov	Kunming	YNG
Stakeholders Forum for Research Finding and dissemination - SME Cluster and Export Network	Forum	6-Nov	MI	NZAP
Stakeholders Forum for Research Finding and dissemination				
Conduct Synthesis and Evaluation Workshop on JAIF	Workshop	15-Nov	MI	JAIF
SME Synthesis and Evaluation Workshop	Workshop	21 - 23 Nov 28 Nov	CLM or V	NZ AP



POLICY AND PLANNING DEPARTMENT

	TYPE	DATE	LOCATION	DONOR
15th Anniversary Celebration Project	Wide Function Project	Jan - Dec	MI	MI
MINZAS - Research Methodology Training	Training	2 - 29 Feb	MI & BKK	NZAP
Outstanding MI Alumni Awards	Wide Function Project	Mar - Jun	Phnom Penh	MI
Water Energy and Environmental Protection	Seminar	21 - 23 Mar	PNP	China
GMS Cooperation on Tourism & Industrial - Joint Researches	Research	March - Oct	GMS	YPC CPPCC
Publish MI Annual Report 2011 (Format & Printing only)	Formatting & Printing	12-Apr	MI	MI
Korean - Mekong Multi-stakeholder Consultative Workshop	Seminar	3-May	Pullman KK	ROK
SLV for Sri lankan Govt. Officials "Good Governance"	SLV	4th week	KKC, BKK	Sri Lanka
Facilitate Round table Meeting on MINZAS research reports	Workshop	13 - 15 Jun	MI	NZ AP
15th Anniversary Celebration and MI Governing Board Meetings No. 1/2012	Wide Function Project	27 - 29 Jun	Phnom Penh	MI
Publish MINZAS research reports	Editing and Publication	1 - 31 Jul	MI	NZ AP
Recruitment of MINZAS batch 2	Recruitment	Jul - Dec	MI	NZ AP
Recruit and mobilize selected YGMSP batch 6	Recruitment	Aug - Dec	MI	NZ AP
62nd Aiest Conference "Aiest's Advance in Tourism Research: Perspectives of Actors, Institution and Systems"	Conference	26 - 30 Aug	Pullman KK	KKU
MI Governing Board Meetings No. 2/2012	Wide Function Project	Dec	Vietnam	MI
Meeting of Sub-Committee for Thai-Laos Academic and Research Cooperation	Meeting	To be confirmed	MI	MFA, Thai

PHOTO ACKNOWLEDGEMENTS:

- Cover - *“Holiday”* by Mr. Werayuth Piriyaornprapa
“Dried Squid” by Mr. Seksun Wangjaisuk
“Mekong’s Way of Life” by Mr. Puwanai Panchai
- Page i – *Young Lady of Chiang Toong’* by Mr. Pattanasak Subtawe
- Page ii – *The Faith of Mekong People’* by Mr. Chanatpol Whangperm
- Page 8 – *The Stream of Life’* by Mr. Chanatpol Whangperm
- Page 9 – *Tai Dum Banna Paa Naad 5’* by Mr. Narongsak Phuksa
- Page 9 – *‘Life’* by Mr. Teerawat Sittirach
- Page 10 – *‘Old Lady of Tai Puan’, ‘This Morning in Chiang Kwang’,
‘Collecting Materials’* by Mr. Kasama Amantakul
- Page 10 – *‘Mekong’s Way of Life’* by Mr. Teerawat Sittirach
- Page 13 – *‘Friendship Begins’* by Mr. Chanatpon Whangperm
- Page 14 – *‘Carrying Young ice Sprouts’* by Pattanasak Subtawe
- Page 17 – *‘Food from the Stream’* by Mr. Pattanasak Subtawe,
- Page 18 – *The Movement’* by Mr. Chanatpon Whangperm
- Page 17 – *‘Self Reliance’* by Mr. Piya Palapunya
- Page 19 – *‘Little Shopkeepers of Luang Prabang’* by Mr. Kasama Amantakul, taken in Lao PDR at Luang Prabang
- Page 20 – *‘The Society of Agrivulture’* by Mr. Piya Palapunya
- Page 21 - *Tai Dum Banna Paa Naad 3’* by Narongsak Phuksa
- Page 22 – *The Old Hmong’* by Mr. Kasama Amantakul
- Page 32 – *‘Aid-education’* by Lin Zan, taken in Guangxi, China
- Page 33 – *‘Dharma of Mekong’* by Mr. Chayapon Bootboonneam
- Page 36 – *‘Lanna Dance’* by Mr. Pattanasak Subtawe, taken
- Page 37 – *‘Muay Wat’* by Mr. Pattanasak Subtawe
- Page 42 – *‘Looking After Baby Brother’* by Mr. Kasama Amantakul

