



# MEKONG INSTITUTE

## ANNUAL REPORT 2012



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# Message from MI Council Chairman

The 15<sup>th</sup> anniversary celebrations throughout 2012 brought MI a renewed sense of purpose and marked the institute's evolution into an organization that now operates and implements regional development projects. This achievement stands out as the defining moment of 2012 and is the culmination of a sound leadership provided by the governing board, its steering committee, its executive organ led by the MI Director and a structure plan.

While some may see this as a time for rest, citing positive indicators of national economic growth and social development, these figures do not tell the whole story. Poverty remains rife in pockets of the GMS and many of the communities MI serves remain unprepared for the economic and social realities that will confront them in 2015.

From 2011-2012, MI conducted a total of 54 learning programs, consisting of modular and stand alone training courses, structured learning visits (SLVs) and seminars. This number exceeds the targets set in 2011 by some 19 per cent. In the last two years, 1,396 people participated in our learning programs, exceeding targets by 10 per cent. Over 50 per cent of MI's participants were from Cambodia, Lao PDR, Myanmar, and Vietnam (CLMV countries), and included members of public, private, and civil society organizations. This reflects MI's focused approach to the development of human resources in CLMV countries, which has been identified as a major area requiring attention in the past few years.

Important new strategic alliances with an increased number of new regional and national partners have been established. From 2011-2012, MI worked with 87 active development partners and collaborating organizations at the regional and national levels, and this number is set to increase. Partnerships such as these will be vital in light of the new capacity development modalities requiring MI to work closely with – and through – its partners.



H.E. Ngo Hongly

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

Cooperation among GMS countries is gaining increased momentum which is displayed through the increased input and ownership displayed by the GMS governments at MI's meetings and events.

Given these developments, the commitment of MI staff, and the sound direction provided by the MI Governing Board, the GMS governments and our partners, I am certain MI will play a key role in strengthening and preparing the GMS and its people to take advantage of the opportunities for economic growth and social development which lie just around the corner.

# Message from MI Steering Committee Chairman

As I look back at Mekong Institute (MI) over the past year, I am filled yet again with a sense of accomplishment. MI has made progress in moving towards its goal of becoming a Greater Mekong Subregion (GMS) knowledge-center for economic cooperation and integration. The continued maturation of MI, and the evolution into an organization that implements and operates subregional development projects will allow it to effect real change in the region and alleviate the poverty which still remains prevalent in rural communities throughout the GMS.

Over the past year, MI celebrated its 15<sup>th</sup> anniversary with a series of events marking its development from a development assistance project between the New Zealand and Thai governments and Khon Kaen University to a fully fledged intergovernmental organization (IGO), owned, operated and guided by the governments – and people – it serves. In 2012, the next phase of MI's evolution began, as plans for organizational expansion and restructuring defined by the business and operation plans were implemented.

The recognized improvement is the moving from largely stand-alone training into the modular training approach, leveling up the modality of delivering learning programs. The other significant development is the increasing number of major multi-year and multi-level capacity development particularly in economic corridor projects. To cope with these changes and expansions, MI needs to increase the capacity of its internal staff and recruit new personnel to operate and implement the challenging existing and new projects. These changes will enhance MI's organizational capacity, enabling it to meet its new commitments and foster new partnerships with international development and local partner organizations.

The Swiss Agency for Development and Cooperation (SDC)'s Board of Director (BoD) approved to invest in SDC – MI joint initiative entitled "Partnership with the Mekong Institute on capacity development for more inclusive and equitable growth in the Greater Mekong Subregion". With support from the SDC, MI underwent an organizational capacity assessment resulting in the development of an



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Chairman,  
MFC Asset Management Plc.  
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organizational plan and results-based monitoring and evaluation system. This will enable MI to track results and demonstrate evidence-based impact performances of its training courses and projects.

In 2013, MI will intensify its multi-year development project activities while maintaining the core center-based learning programs and services. MI, in partnership with International Institute for Trade and Development (ITD), is organizing Mekong Forum 2013 entitled "Towards More Inclusive and Equitable Growth in the Greater Mekong Subregion" on July 11-12, 2013 in Khon Kaen, Thailand. 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 Mekong Forum 2013.

# 2012 Overview



Dr. Suchat Katima

Director  
Mekong Institute

In 2012, MI completed 35 capacity building activities and 13 research projects, an increase of 28 per cent from 2011. These figures while impressive, however, do not represent the full picture of the Institute's growth in the last 12 months.

The past year marked both the second year of operation under the new five-year strategic plan (2011-2015) and MI's 15<sup>th</sup> anniversary. These events are significant in that they marked the beginning of a new era in MI history: the movement past standalone and modular training courses into integrated capacity building programs which not only target individual competencies, but also contribute to organizational development, system changes and the creation of networks among our strategic partners.

In 2012, MI continued to develop its traditional training and learning programs portfolio to meet targeted human resource needs, particularly in the CLMV Countries (Cambodia, Lao PDR, Myanmar, and Vietnam). Some program highlights (detailed within this annual report) include the completion of the two-year MI-Japan ASEAN Integration Fund (JAIF)

funded project, 'Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along the East-West Economic Corridor (EWEC)'; the 'SME Cluster Development and Export Consortia Formation' modular training program; and the, 'Capacity Needs Assessment to Improve Agricultural Productivity in CLMV Countries.'

The year also saw the continued emphasis on youth-based human resource and capacity building programs such as the *Young GMS Professional Program (YGMS)*, *MI – New Zealand Ambassador Scholarship (MINZAS)*, and the *Youth Camp on Modern Farming Systems*. These programs are evolving through each program cycle and are becoming more efficient and effective at increasing and developing the knowledge, understandings, skills and region-wide networks which will provide a platform for regional integration and cooperation efforts among the region's future academic, business, and civil society leaders.

The 2012 mid-term review – conducted with the assistance of the Swiss Agency for Development and Cooperation (SDC) – provided MI with clear direction and provided the basis for the *MI Business Plan 2013-2015 and Operational Plan 2013*, which will guide the period of growth and transition initiated in 2012. These plans are an important part of MI's move forward.

Several important partnerships were signed in 2012, including the new three-year MI-NZAP agreement in February which formalized the joint, 'Capacity Building for Integrating CLMV Economies into AEC,' and the six-year MI-SDC project in December which initiated the, 'Capacity Development for More Inclusive and Equitable Growth in the Greater Mekong Subregion (GMS) Project.'

Our key development partners and governing board, who have provided steadfast support and trust since the institute's inception, have demonstrated their ongoing commitment to our mission, and are working to ensure MI has the necessary tools and resources to successfully complete the transition into an institute which operates subregional development projects on the ground.

The active involvement demonstrated in 2012 is a microcosm which, I believe, reflects the increased momentum of regional cooperation and integration, and the renewed vigor to push the regional development agenda for a more prosperous and harmonious future.

# The 15<sup>th</sup> Anniversary Celebration

in Phnom Penh, Cambodia,

27 June 2012



# The 'MI Open House 2012'

at Mekong Institute, Khon Kaen, Thailand,  
6 December 2012



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15<sup>th</sup> Anniversary  
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THAILAND  
PR.CHINA

# Regional Training Program on Improving Food Quality and Safety through Good Agricultural and Postharvest Practices (GAP) in Fresh Produce, May – November 2012

Consumer demand for product quality and safety has become a major concern of the entire food industry, especially those involved in product distribution and retail. Suppliers of agricultural products, especially of fresh fruits and vegetables, are facing increasing pressures from big retailers and national governments alike for products which comply with Good Agricultural Practices (GAP). Problems such as maximum residue limits (MRLs) of pesticides in fresh fruits and vegetables, the excessive use of harmful chemicals and improper postharvest systems have led to significant inferior product quality and yields, both in terms of the physical features of products and safety issues. Cambodia, Lao PDR, and Myanmar, in particular, have struggled to develop and implement GAPs, due fundamentally to a lack of knowledge about the topic. The GAPs in the GMS, in general, are lagging behind some of the more economically and technologically developed ASEAN nations.

With the goal of promoting intra-regional trade and enhancing access to domestic foreign markets for smallholder agricultural businesses through the development and implementation of good agricultural and postharvest practices (GAPs) in the GMS, MI's Rural Development Program Department conducted a modular training course entitled, *'Improving Food Quality and Safety through GAP Practices in Fresh Produce (Vegetables, Fruits, Meats)'*, funded by NZAP under the joint MI-NZAP three-year project, *'Capacity Building for the Integration of CLMV Economies into ASEAN Economic Community 2015'*.

The two-phase program consisted of an initial training program (phase one), May 21 – June 1, followed by a synthesis and evaluation workshop on November 7 – 9.

Both modules were held at the MI Residential Training Centre, Khon Kaen.

Participants received training on GAP, food safety and postharvest practices through four interrelated modules which outlined the major tenets of successful GAP and postharvest practices; from conceptual understandings and considerations to procedures in establishing national GAP inspection and certification bodies. In addition, four structured learning visits (SLVs) to five MI local partner organizations were undertaken, reinforcing the understandings and lessons taught in the classroom sessions.

Of the 28 participants – from PR China, Cambodia, Lao PDR, Myanmar, Thailand and Vietnam – 19 successfully completed action plans formed in phase-one of the training. Outputs included training programs (including Training of Trainer (ToT) programs), research studies, the development and translation into local languages of training manuals, the integration of GAP into university curricula in Lao PDR and Thailand, the establishment of two purchasing centers in PR China and a GMP packing house in Vietnam, the GAP certification of two cooperatives in Vietnam and 30 farmers in Thailand, and the implementation of a GAP print media campaign throughout Cambodia, Lao PDR, Thailand and Vietnam.

Participant-run GAP, food safety and postharvest practices workshops trained a total of 471 farmers, exporters, workers and auditors from Cambodia, Lao PDR, Myanmar, Thailand, and Vietnam, while an additional 520 farmers and university staff were informed about the same topics through participant-run demonstrations, presentations and lectures in Myanmar, Thailand and Vietnam.





## SLV: Cross-Border Value Chains of Cabbage from Lao PDR to Thailand, August 27-31, 2012

In August, 2012, the RD Department conducted a SLV/familiarization visit under the joint MI-NZAP three-year project, *'Capacity Building for the Integration of CLMV Economies into ASEAN Economic Community 2015,'* to enhance the awareness of public officials and private sector representatives of the economic importance of rapid and simplified cross-border customs process.

Eighteen provincial authorities and border officials, private enterprise representatives, and local traders from Champasak, Savannakhet and Vientiane (Lao PDR), and Ubon Ratchathani (Thailand) joined the five-day course, which included field visits in and around Champasak, Ubon Ratchathani, Nakhon Ratchasima and Bangkok, Thailand.

The SLV exposed participants to the full extent of a MI-selected value chain, allowing first-hand glimpses into farming, transport and border processes on both sides of the Thai – Lao PDR border, with a view to developing their analytical skills and understandings to overcome the problems and constraints to product movement and integration into cross-border value chains by small holder agricultural producers.

Participants conducted a value chain analysis of identified value chains, producing a set of recommendations to promote value chains as an instrument for local economic development. These recommendations defined the roles of various public ministries and agencies, and implored them to provide more efficient and up-to-date information, policy support and cross-border facilitation services to local farmers, agricultural producers and traders. Participants reached consensus that local markets and traders in Lao PDR require further investment to develop up-to-date product technology – such as cold-storage – to maintain product freshness and quality before reaching the marketplace.



## Regional Workshop cum Structured Learning Visit (SLV) on Successful Contract Farming Models and Cross-Border Trade, October 26-31, 2012, Thailand

To accelerate the transition into modern farming systems – part of MI's key objectives leading up to AEC integration in 2015, MI's RD department conducted a five-day regional training workshop cum SLV under the joint three-year MI-NZAP project, *'Capacity Building for the Integration of CLMV Economies into ASEAN Economic Community 2015.'*



Workshop sessions focused on exploring a plethora of contract farming-related issues while during the SLV section, participants visited various agricultural business and contract farming companies in Thailand where contract farming is employed to link small-scale farmers into regional and global value chains.

Participants displayed their enhanced understandings of contract farming, reviewing policy recommendations and performing a capacity needs assessment for each country to improve cross-border contract farming policies and management systems. In the recommendations, participants further defined the role of government, private companies, farmers and farmers associations, and NGOs/INGOs (in each country) in supporting policy change and the range of activities needed in each country to facilitate contact farming.

## Trade and Investment Facilitation Program

### Joint Project: Enhancing Provincial and Local Chambers of Commerce in Trade and Investment Facilitation along the East-West Economic Corridor (EWEC)

In 2012, the Trade and Investment Facilitation Program Department (TIF) concluded its two-year, joint MI-Japan ASEAN Integration Fund (JAIF) project, *'Enhancing Provincial and Local Chambers of Commerce in Trade and Investment Facilitation along the East-West Economic Corridor (EWEC).'*

The MI-JAIF project focused on increasing the capacity of local EWEC chambers of commerce and industry (CCIs) and business associations (BAs) in 11 national provinces in Myanmar, Lao PDR, Thailand and Vietnam, to transform them into catalysts of local economic growth.

Consisting of a core framework of executive seminars and policy dialogues, trade and investment promotion programs, practical training programs, research studies, business networking events, and structured learning visits (SLVs), the project utilized MI's core competencies of capacity building and regional networking.

Tangible project outcomes include the development of both the EWEC Business Database and website ([www.ewecbiz.com](http://www.ewecbiz.com)), consisting of over 1,000 company and provincial business profiles operating in the EWEC, the *MI Trade and Investment Facilitation Glossary* (downloadable from the MI website), and the opening of three EWEC SME product display and information centers in Khon Kaen, Thailand (two) and Savannakhet, Lao PDR (one).

In the long-term, however, it will be the intangible outcomes, such as closer interpersonal and business networks and relationships which will pay the greatest dividends and drive policy changes needed to remove persistent barriers to increased cross-border trade and investment flows. The final project evaluation report noted the importance of the project in empowering SMEs to take advantage of new business opportunities, stating that MI's multi-level approach demonstrates clearly that the institute is, *"strongly moving in the right direction."*

## MI-JAIF Project Highlights



Thailand-Vietnam Business to Business SLV (B2B), Danang – Khon Kaen, October 17 – 21, 2011



Executive Seminar 2011: 'Business Opportunities and EWEC Development Potentials,' at the opening of the third Thai – Lao Friendship Bridge, Mukdahan, Nakhon Phanom, Thailand, November 10-11, 2011



Workshop cum SLV: 'Agricultural Sector Value Chains and SME Export Consortia,' March 26-30, 2012



Synthesis and Evaluation Workshop: Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along EWEC, December 17, 2012



Grand Opening: 'EWEC SME Product Display and Information Center,' Khon Kaen, Thailand, November 26, 2012



## Trade and Investment Facilitation SME Cluster Development and Export Consortia Formation Highlights

To help SMEs and exporters from Cambodia, Lao PDR, Myanmar, and Vietnam (CLMV countries) compete in the more dynamic and competitive AEC economic environment, MI's Trade and Investment Facilitation Department (TIF) has been hard at work in 2012 to promote the development of SME clusters and the formation of export consortia.

The development of SME clusters and the formation of export consortia will help to drive local economic development and pave the way for integration into regional and global value chains (RVCs and GVCs). By connecting to RVCs and GVCs, local SMEs will be able to greatly increase income levels which will, in-turn, drive local economic development. Local economic development will help to reduce existing development disparities between richer and poorer ASEAN countries and pave the way for the more equitable and mutually beneficial integration of CLMV countries into the AEC.

In 2012, MI's TIF department implemented a series of

activities as part of the three-year, 'Capacity Building for the Integration of CLMV Economies into ASEAN Economic Community (AEC)' project. Two interlinked and mutually supportive 'activity series,' were conducted: the first 'activity series' ('development and formation series') focused on the development of SME clusters and formation of export consortia in targeted industry sectors, while the second series, ('research series') – conducted over the same time period – focused on research-based activities designed to study and critique the development of SME clusters and formation of export consortia resulting from the 'development and formation series.' Each activity series contained multiple phases. Activities held under each activity series, and the simultaneous and interrelated nature of both series, are represented in *diagram 1*. [PROVIDE DIAGRAM]

Both activity series have produced a number of outcomes, including the formation of 11 export consortia and the development of a policy brief and five MI working papers (soon to be released).

## Regional Training Course: Enhancing Labor Migration Management in the GMS,

November 26 to December 1, 2012, MI, Thailand

To address effective labor migration management (LMM) and the development of suitable policy mechanisms to mitigate potentially dangerous and damaging social implications, MI's MDP department, in collaboration with the International Organization for Migration (IOM), and under the sponsorship of the ADB-Phnom Penh Plan (ADB-PPP), conducted a regional training course entitled, *'Labor Migration Management (LMM) in the GMS'* through the From November 26 to December 1.

Twenty-two government officials from the six GMS countries involved in LMM attended the course at MI headquarters in Khon Kaen, which focused on facilitating knowledge exchanges between stakeholders about important concepts and emerging LMM issues in the GMS. Working together, participants developed ideas and action plans to address identified issues while establishing region-wide connections between concerned officials, which will be essential in strengthening regional cooperation on LMM issues in the future.

*"Apart from learning about the theory and mechanisms of Labor Migration Management,"* reflected Ms. Vu Hong Minh, from the Department of the Overseas Labour Ministry of Labour, Vietnam, *"this training course also rekindled my passion and inspiration to enhance the GMS labor migration management,"*

Mr. Samen Sokha, Deputy Head of the National Employment Agency of Cambodia, added that the training had touched on an important – and needed area - calling for the need for more intensified MI LMM programs in the future. *"Comprehensively and practically specific courses are needed to encourage the operational staff from all GMS countries to implement labor migration action plans in their respective countries; for instance the topics of labor migration information system or enhancing transparent and fair recruitment"* he said at the conclusion of the training course.



## Policy Consultation: GMS Labor Skills Supply, Vocational Skills Certification, and TVET, December 3-4, 2012

From September 2011 to May 2012, the MDP department conducted a study entitled, *'The Right Skills for the Job: Labor Supply and Demand in the Special Economic Zones of Lao PDR and Cambodia,'* in cooperation with NZAP. The study indicated that a fundamental skills demand-supply mismatch exists in the worker communities for factories both in Savan-SENO and Phnom Penh special economic zones (SEZs), pointing to low wages, the unavailability of accurate labor market information, insufficient quality and relevance of TVETs, and the inability of workers to adapt to the industrial sector working environment as prime factors creating the mismatch.



To validate research findings from the study, exchange information, and explore new ways to address labor supply and demand issues, worker skills development, skills certification standards, and meeting the labor skills demands of the growing industrial sector in the GMS, the MDP department facilitated policy forum and consultation, attended by senior officials from GMS ministries of labor, TVET institutions, SEZ-zone administrators and investors, international organization staff, and labor employment agencies from Cambodia, Lao PDR, Myanmar, Vietnam and Thailand.

The forum urged the promotion and importance of increased public-private and community partnerships, the development of stakeholders' consultative mechanisms and networks, as well as the need for strengthened labor management information systems as practical measures to be undertaken at national and sub-regional levels. Participants confirmed research findings, stating that although many new investors and factories are setting-up factories in the GMS, labor shortages, and a recent waning in interest from GMS youth in TVETs should be considered major issues requiring attention.

The forum produced a decisive plan for collaborative stakeholder action to contribute to the strengthening of the TVET systems, labor employability and skills standardization in the GMS.

## Training Program: Improving Public Services for Public Sector Reform, November 1-14, 2012, MI, Thailand

To meet the need for improved public sector reform practices MDP offered a training program entitled, *'Improving Public Service Delivery through Public Sector Reform'* for Myanmar government officials and NGO actors, from 1-14 November. Held with support from the Swiss Agency for Development and Cooperation (SDC), the program was attended by 18 officials working in the agricultural sector.

The program enhanced participants understanding and skills to facilitate the development of modern public administration concepts and administrative structures to promote better service delivery in the country. Selected representatives Thai public-private enterprises in MI's local networks attended the program to enhance the officials' understanding of new practices and concepts which have are being implemented in

the field through action plans formulated during the program.

The, *'Improving Public Service Delivery through Public Sector Reform'* training was one-phase of a three-phase project run by the MDP department which will stretch into 2013.



## Special Projects

# The Mekong-ROK Comprehensive Partnership for Mutual Prosperity Multi-Stakeholder Meeting

May 3, 2012, Khon Kaen, Thailand

In cooperation with the Republic of Korea (ROK), MI facilitated a multi-stakeholder meeting for forty-seven delegates (including ROK representatives) from the Mekong Countries (Cambodia, Lao PDR, Myanmar, Thailand and Vietnam), representing public agencies, private corporations, international organizations, and civil society groups.

The meeting provided an interfacing-platform which developed a set of recommendations for the ROK government regarding regional development initiatives and cooperation strategies including the identification of organizations with the potential to lead projects under each of the priority areas identified by the *Mekong-ROK Comprehensive Partnership for Mutual Prosperity*.

Delegates reached consensus that the ultimate goal of ROK assistance to the Mekong Countries should focus on supporting ASEAN integration

and equitable growth, with an emphasis on the integration of Mekong Countries' economies into the AEC. Recommendations emerged under three main headings: ASEAN Connectivity, Sustainable Development and People-Oriented Development.

The inputs and recommendations from the meeting were submitted to the Senior Officials Meeting in June and the *Korean Mekong Ministerial Meeting* in July 2012.



## Youth Camp on Modern Farming Systems

July 2-23, 2012, Thailand

To help correct persistent patterns of development inequality in CLMV countries in preparation for integration into the ASEAN Economic Community (AEC) in 2015, MI's Rural Development Department conducted a one-of-a-kind, 'Youth Camp on Modern Farming Systems'.

Funded by the NZAP as part of the joint three-year, 'Capacity Development for Integrating CLMV Economies into the AEC,' the project saw 39 final-year university students studying subjects related to agricultural science/development from

four selected CLMV universities travel to Thailand to learn first-hand about supply chains, new agri-products, and technology through short-term work placements in five progressive local and multinational agri-businesses in Thailand. The program was met with positive reviews from participants who commented overwhelmingly that the experience had opened their eyes to new farming methods and benefits of using modern technology to boost farm productivity. Many participants stated that they plan to organize events and lectures to share their experience and use their new knowledge to improve and update their respective university curricula and enhance productivity among local agri-businesses.



*Participating universities included: Yezin University (Myanmar), Battambang University (Cambodia), Hue University (Vietnam), and Souphanavong University (Lao PDR). Participants all undertook short-term work placements in one of the following companies: Betagro Group, CP Group, Sriviroj Farm Khon Kaen, Chiang Mai Fresh Farm Milk and Raming Tea Company.*

## YGMS Professional Program

In 2012, the Young GMS (YGMS) Professional Program welcomed 18 new participants for the 6<sup>th</sup> (January 9 - July 8, 2012) and 7<sup>th</sup> (October 8, 2012 - April 7, 2013) program batches.

The program initiated in 2007, has been continued by the three-year joint MI – NZAP, ‘Capacity Development Program for Integrating CLMV Economies into AEC’ project, which began its first year in 2012.

As in past years, both 2012 YGMS Program batches underwent a comprehensive six month program split into two sections; 1) a three month conceptual and practical training course on capacity building facilitation course management, and research methodology, followed by, 2) three months working in the MI program department of their choice.

The 2012 participants represented all six GMS countries which reflected not only the evolution of the YGMS program itself, but the improved state of regional cooperation and integration. Unlike previous years, however, the both 2012 groups undertook both field-research and facilitation-based roles at MI (previously participants were only allowed to work in facilitation-based roles).

Upon completion of the two 2012 YGMS program batches, eight YGMS participants became permanent MI staff.



Workshop on Capacity Needs Assessment Research

## MINZAS Program

Economic and social development in the GMS is dependent on capable human resources that possess the knowledge and skills to recognize and address the challenges facing the region. Recognizing the need to address the knowledge and skill gaps in next generation of GMS’ leaders and to cultivate new networks to contribute to regional cooperation and integration, in 2012, MI and the New Zealand Embassy, Bangkok, launched the joint Mekong Institute – New Zealand Ambassador’s Scholarship Program (MINZAS).

In 2012 – the program’s inaugural year – twelve master’s students from five CLMT universities participated in the one year program, broken into the following four phases:

1. *Research Methodology Training* (February 2 – 29); a four-week training course at MI, to facilitate the development of participants’ knowledge and practical research skills to achieve more solid, academically sound, research questions and fieldwork project-plans;



2. *Research Project Implementation* (March – July); the implementation of field-research projects in home countries, with technical assistance and advisory support by MI experts and home advisors;
3. *MINZAS Roundtable Meeting* (July 23 – 24); a platform for MINZAS participants to present research findings and receive feedback from advisors, subject-matter experts and their peers to improve/enhance analysis and presentation skills before the final submission of master’s theses;
4. *MI Working Paper Series Publication* (August - November); MINZAS scholars published research findings of 10 participants’ work as part of the annual *MI Working Paper Series* which is distributed widely among GMS research institutions, universities, academic libraries, and other development stakeholders.

**T**horng Ra, MINZAS scholar from Cambodia’s Royal University of Agriculture (RUA), reflected on the 2012 program cycle, stating, “*There is no doubt that the MINZAS Scholarship Program has greatly impacted my career. I gained not only specific, relevant knowledge for my MSc research, but also networking and cross cultural exchanges among the GMS. I believe that without this scholarship opportunity I would never have had the confidence to achieve what I have.*”



## Special Projects

# Regional Seminar, Workshop and Training Sponsored by the Government of P.R. China

**Regional Training Program: Renewable Energy Development and Application in the GMS: Sharing Lessons Learned and Best Practices,**  
November 26-30, 2012, Kunming, Yunnan Province, P. R. China



Renewable energy and the development of associated technology to promote renewable energy is increasingly seen as a logical – and indeed necessary – priority area. In order to effectively make the transition from a fossil-fuel driven to a renewable-driven energy driven economy, it will be essential that the GMS countries build capacity, strengthen institutions, and build the necessary infrastructure.

To cope with the constraints of renewable energy development and promotion in the GMS, MI, with support from the Yunnan Provincial Administration of Energy and the Foreign Affairs Office of the People's Government of Yunnan Province conducted the 'Renewable Energy Development and Application in the GMS: Sharing Lessons Learned and Best Practices' training program.

The five-day program focused on presenting the importance of renewable energy technology for both the industrial and rural sectors, bringing together professionals from concerned academic, research and extension institutions from the six GMS countries.

During the five days, participants extended and deepened their awareness and understanding of the importance of renewable energy sources, available technologies and their applications, and technical and non-technical issues limiting the application and use of renewable energy technology.

Critically, the program established and fostered relationships between GMS professionals and their Chinese counterparts. These new networks and relationships will serve as a platform for widened knowledge and skill exchanges between GMS and China – a world leader in the renewable energy field – which will assist the ongoing development and utilization of new technology in the GMS.

**Regional Seminar on Water Energy Development and Environmental Protection,** March 21-23, 2012 Phnom Penh, Cambodia



An increase in power demand, volatile prices in international energy markets and concerns over carbon emissions and the environmental impact of fossil fuels have intensified interest in the development of hydropower technology. Hydropower offers potentially great economic and energy gains for the GMS. Potential gains, however, are underlined by concerns about the cumulative impacts of hydropower on the environment and the people's livelihoods in the Mekong Basin.

About 70 delegates involved in water energy development and environmental protection from the GMS and abroad attended a three-day seminar organized by MI, entitled, 'Meeting Development Needs and Keeping the Ecological Balance.' At the event, sponsored by the Government of People's Republic of China and hosted by the Royal Government of Cambodia, participants pondered the major issues surrounding the sustainable management of a growing number of hydropower projects.

**Workshop: The Role of Forest Resource Management in the GMS,**  
July 11-21, 2012, Kunming, Yunnan Province, P. R. China



The GMS spans 234 million square kilometers and is home to 326 million people, more than 70 million of whom depend on natural resources for their livelihoods.

Although the population is ethnically diverse, it shares the same river basin; the Mekong Basin. The mutual reliance on the basin and its ecosystem calls on all member countries to work together to achieve sustainable forest management especially on watershed areas. Cooperation must occur in order to develop sound policies and effective practices which maintain the health of the environment and provide essential ecological services.

Building on the 'International Symposium on Sustainable Forest Management in the Greater Mekong Sub-region,' in 2010, MI, in collaboration with the Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet), the Yunnan Academy of Biodiversity (YAB) and the Southwest Forestry University (SWFU) organized a workshop entitled, 'The Role of Forest Resource Management in the GMS.'

The workshop, held in Kunming City, Yunnan Province, PR China, brought together 25 GMS-based participants drawn from government policy makers, academics, and staff from various NGOs involved in forestry management.

The workshop allowed participants the opportunity to build wider transnational and multilateral networks spanning across government, academic and private sectors. Such wide-ranging networks formed the platform for future information exchanges and updates to facilitate research and implement the multilateral projects and initiatives needed to solve current and future forest and watershed management issues.



## Mid-term Review

In 2010, the MI Council approved the Strategic Framework and Plan for 2011-2015 and the MI Business Plan 2011-2013. In September 2013, two years into the Business Plan, MI conducted a participatory mid-term review of performance outputs against key result indicators (KRIs) (outlined in the plan) using 2010 outputs as baseline standards.

The participatory review process involved two-tiered workshops with senior MI staff and two-day departmental retreats. At the retreats, MI staff reviewed the performance of their respective units over the past two years using the *'Relevance, Effectiveness, Efficiency, Sustainability and Institutional Building'* (REESI) criteria. Unit outputs were assessed in the areas of programs and services delivery and finances.

The Balanced Score Card (BSC) approach was to define progress in four key result areas (KRAs): 1) Customers; 2) Learning and growth; and, 3) Operations. Staff satisfaction surveys were also undertaken to elicit feedback on administrative, finance and program support services. A separate but linked organizational capacity assessment conducted with the assistance of a Swiss Agency for Development and Cooperation (SDC) consultant was carried out concurrently to assess MI's operations and growth areas.

Findings indicate that MI achieved 99 percent of its set targets and that MI programs have – for

the last two years – remained highly relevant, in-line with organizational goals, and responsive to the needs of its target groups set out in the *'MI Strategic Framework 2011-2015.'*

The review, however, stressed that performance outcomes could be better defined with an improved system of participant selection and more rigorous capacity development needs assessment studies which should be conducted at the individual trainee and program unit and organization levels. The review indicates that program sustainability could improve greatly if greater local ownership of MI activities can be established.

The report found that program operations, support services and finance and operations require upgrading, particularly in regards to research report dissemination, stock management, and transportation services. A key finding of the review has been the need for the development and implementation of an organization-oriented monitoring and evaluation system (M&E) to enable MI accurately measure the ongoing impact and outputs of its programs and services.

Results of the mid-term review and lessons learned were discussed extensively during the mid-term review workshop [date] and have been used as the basis for the formulation of the new MI Business Plan 2013-2015 and 2013 Operational Plan.



## Mekong Institute 2012 Activities

No.	Program Activities	Date	Place	Development Partner(s)	Country						Gender		Sector			
					Cambodia	China	Laos	Myanmar	Thailand	Vietnam	Others	Total	F	M	Public	Private
Trainings (Total trainings=14)																
1	Orientation and Basic Training Course Management and Facilitation Skills	9-13 Jan	MI	NZAP	3	1	0	3	7	0	1	15	10	5	0	15
2	FMMP/Transboundary Water Conflict Management and Negotiation Skills in the Mekong Context"	15-17 Feb	Nonthaburi	MRC	0	0	0	0	14	0	0	14	4	10	12	2
3	Project Monitoring & Evaluation in the GMS	7-18 May	MI	ADB	4	0	3	5	7	1	0	20	11	9	20	0
4	SME Cluster Development & Export Consortia	14-25 May	MI	N/A	6	4	6	6	1	6	0	29	11	18	8	21
5	Development Project Management	21May-1June	MI	TICA	29	0	0	0	0	0	0	29	13	16	29	0
6	Improving Food Quality and Safety through Good Agricultural and Postharvest Practices in Fresh Produce	2.1.May-1June	MI	NZAP	6	1	6	6	2	7	0	28	12	16	19	9
7	Integrated Water Resource Management	6-14 June	Vientiane	MRC	2	2	2	1	2	2	0	11	3	8	9	2
8	Conducting Effective Trade Events	18-22 June	MI	MI	0	4	5	7	0	0	2	18	5	13	11	7
9	GMS Youth Camp on Modern Farming Systems	2-29 July	MI/host facilities	NZAP	10	0	10	10	0	11	0	41	10	31	41	0
10	Enhancing Utilization of ASEAN FTA, Trade Negotiation and Trade Policy Development	23 July – 3Aug	MI	NZAP	6	7	6	5	2	6	0	32	15	17	23	9
11	Orientation and Basic Training Course Management and Facilitation Skills	8-16 Oct	MI	NZAP	2	0	2	4	1	2	0	11	6	5	2	9
12	SME Cluster Development and Value Chain Integration for YGMS	29 Oct-2 Nov	MI	NZAP	1	0	1	1	0	1	0	4	1	3	4	0
13	Managing Public Sector Reform	1-14 Nov	MI	SDC	0	0	0	18	0	0	0	18	4	14	14	4
14	Enhancing Labour Migration Management	26 Nov – 1 Dec	MI	NZAP	3	2	6	5	4	2	0	22	11	11	22	0
15	Regional Training Program: Renewable Energy Development and Application in the GMS; Sharing Lessons Learned and Best Practices	26-30 Nov	Kunming	Government of PR. China	5	4	3	1	3	6	0	22	6	16	21	1
Total Participants from trainings					77	25	50	72	43	44	3	314	122	176	214	79
SLVs (Total SLV=9)																
16	SLV on Farmer-led Community Enterprises	9-13 Jan	Esan	GIZ	35	0	0	0	0	0	0	35	8	27	6	29
17	Trade Fair & Business Matching at Danang Spring Fair "EWECC Trade Event Promotor"	11-17 Jan	Danang, Vietnam	JAIF	0	0	3	0	19	0	0	22	5	17	3	19
18	Farming System in Thailand	24-28 Jan	MI&Saraburi	SDC/Local Partner: NAFRI	0	0	19	0	0	0	0	19	5	14	19	0
19	Visiting Industrial Estates in Thailand & Lao PDR	25-28 Jan	Phisanulok; phichit, Chaingmai, Korat, Savannakhet	Self-paid by Japan Biz group/co-org through Ja-pan Embassy	0	0	0	0	0	0	5	5	0	5	0	5
20	Agriculture Sector Value Chains and SME Export Consortia	26-30 March	MI/ Korat, Ayutthaya, Nakhon Pathom, BKK	JAIF	0	0	5	3	9	8	0	25	9	16	6	19
21	SME Biz Network and ASEAN Gateway	2-13 July	MI/MKDH/Laos/Korat/Surin	ITD	0	0	0	0	111	0	0	111	32	79	65	46
22	Towards AEC 2015: Enhancing Strategic provincial Development	23-29 July	MI/MKDH/Laos/VN	OSM, MOI	0	0	0	0	31	0	0	31	8	23	31	0
23	Cross-Border Value Chains of Cabbage from Lao PDR to Thailand	27-31 August,	Champassak, Nakhon Ratchasima, BKK	NZAP	0	0	14	0	4	0	0	18	7	11	16	2
24	SLV on Successful Contract Farming System	22-28 October	N/A	NZAP	8	0	9	8	0	8	0	33	9	24	17	16
Total participants from SLVs					43	0	50	11	174	16	5	299	83	216	163	136

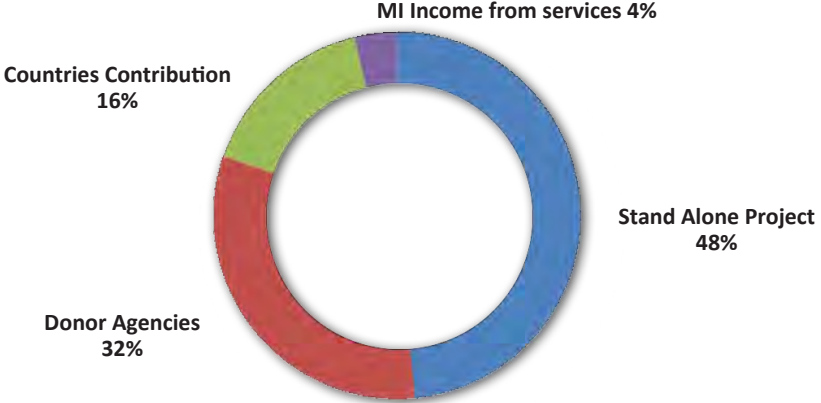
Workshop/Seminar (Total workshop/seminar=9)																	
25	Clean Truck Fleet Training Workshop- Freight and Logistics Energy Efficiency	16-17 Jan	MI	ADB	0	0	0	9	0	13	5	0	27	7	20	5	22
26	Annual Review Meeting on Private Sector Development Project along EWEC (JAIF Project)	3-Apr	BKK	JAIF/ UNES-CAP, ADB	0	0	4	1	1	2	1	10	18	1	17	2	16
27	Regional Seminar on Water Energy Development and Environmental Protection	21 - 23 March	Phnom Penh	Government of PR. China	13	10	7	5	8	8	4	2	49	7	42	43	6
28	NESDB-MI Joint Workshop "Sustainability of Industrial Clusters in GMS"	5-Apr	BKK	JICA-NESDB	0	0	0	0	35	0	5	40	15	25	24	16	16
29	Mekong-ROK	3-May	Pull man	Korean Embassy	3	0	3	1	13	2	9	31	25	6	29	2	2
30	Workshop on Improving Food Quality and Safety through Good Agricultural and Postharvesting Practices in Fresh Produce	7-9 Nov	MI	NZAP	3	0	4	4	2	4	4	0	17	10	7	12	5
31	Workshop on Action Research Methodology on SME Cluster and Value Chain Integration	12-16 Nov	MI	NZAP	2	1	2	2	3	2	2	0	12	6	6	2	10
32	Workshop: The Role of Forest Resource Management in the GMS	11 - 21 July	Kunming	Government of PR. China	5	6	3	4	2	2	5	25	6	19	23	2	2
33	Synthesis & Evaluation workshop for SME Cluster and Consortia	28-30 Nov	MI	NZAP	3	0	3	3	0	4	4	0	13	6	7	0	13
34	Mekong Institute Consultative Workshop on GMS Labor Skills Standardization and TVET	3-4 Dec	MI	NZAP	6	0	5	5	5	5	0	0	21	7	14	15	6
35	Synthesis and Evaluation Workshop for JAIF-EWEC Project (Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along East-West Economic Corridor, 2011-2012)	17-Dec	MI	JAIF/Local partner: CCIs of LMVT	0	0	4	5	17	7	7	3	36	5	31	19	17
Total participants from workshop/seminar					35	17	44	30	100	34	29	289	95	194	174	115	115
Total Participants from trainings/SIVs/workshop					155	42	144	113	317	94	37	902	300	586	551	330	330
Research (Total research activities = 13)																	
36	Research project on the Status of GAP Development and Promotion in CLMV	Jan-12	CLMV	NZAP													
37	JAIF-EWEC Project Mid-term Evaluation	16 Jan - 2 Mar	EWEC	JAIF													
38	the Rapid Appraisal on Cross Border Contract Farming along NSEC focusing on the China-Laos Border	Mar-12	China-Laos	NZAP													
39	Assessment of Logistics Facilities and SME Clusters in the SEC.	Jan-March	SEC (Thailand,Cambodia, Vietnam)	NZAP													
40	EWEC Business Database Finalization and Sharing & training for CCIs of EWEC provinces	July- Nov	EWEC	JAIF													
41	EWEC Project Materials Compilation (MI, UNESCAP and ADB)	Aug- Nov	MI	JAIF													
42	EWEC SME Product and Information Centers	Aug- Dec	Khon Kaen, SVNK	JAIF													
43	GMS-BF's Database and Webpage Design	Aug- Dec	MI	JAIF													
44	Summary Page of the Website of Chamber of Commerce and Industry (CCI) in EWEC	Aug- Dec	MI	JAIF													
45	MITIE Glossary; Mekong Institute's Trade and Investment Facilitation Program Glossary Handbook (Publication and Dissemination)	Sept	MI	JAIF													
46	Final EWEC Project Evaluation	5-28 Nov	EWEC	JAIF													
47	Assesmen of Status of SME Clusters, Export Consortia, FTAs in CLMV	21-24 Nov	Cambodia	NZAP													
48	The Right Skills for the Right Job: Assessing Skilled Labor Supply and Demand in Two Economic Zones (SSEZ and PPEZ) in Cambodia and Laos	Dec	Cambodia and Laos	NZAP													

# Revenue and Expenses Report

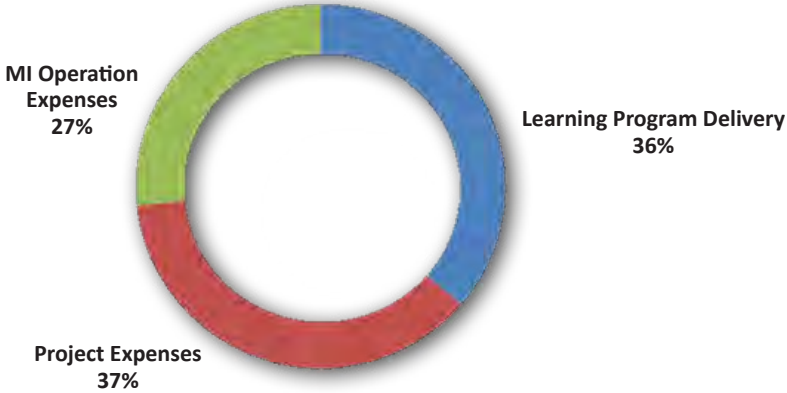
## For 1 January – 31 December 2012

REVENUE	2012	2011
<b>Grant for Learning Program</b>		
The People's Republic of China(P.R.C.)	153,861	-
The People's Government of Yunnan Province (YPG)	17,672	13,115
Asian Development Bank (ADB)	113,394	50,077
International Institute for Trade and Development (ITD)	111,153	-
Swiss Agency for Development and Cooperation (SDC)	61,484	-
The Ministry of Interior (MOI)	51,932	-
New Zealand Programme (NZAP)	47,673	-
Greater Mekong Subregion - Environment Operation Center (EOC)	-	42,943
Thailand International Development Cooperation Agency (TICA)	42,999	183,169
Deutsche Gesellschaft for Internationale Zusammenarbeit (GIZ)	42,147	81,602
Asian Development Bank Institute (ADBI)	23,690	-
Other	63,586	67,604
<b>Sub total</b>	<b>729,591</b>	<b>438,510</b>
<b>Grant for Project</b>		
Capacity Development Program for Integrating CLMV Economy into AEC - New Zealand Aid Programme (NZAP)	867,265	299,475
Enhancing Provincial and Local Chambers of Commerce Capacities in Trade and Investment Facilitation along EWEC- Japan-ASEAN Integration Fund (JAIF)	243,646	256,850
<b>Sub total</b>	<b>1,110,911</b>	<b>556,325</b>
<b>GMS Countries Contribution</b>		
Government of Thailand	176,240	-
Government of PR. China	150,000	150,000
Government of Cambodia	10,000	20,000
Government of Lao PDR	10,000	10,000
Government Vietnam	20,000	20,000
<b>Sub total</b>	<b>366,240</b>	<b>200,000</b>
<b>Other Revenue</b>	<b>86,182</b>	<b>74,387</b>
<b>Total Revenue</b>	<b>2,292,924</b>	<b>1,269,222</b>
<b>EXPENSES</b>	<b>2012</b>	<b>2011</b>
Learning program delivery	761,369	460,796
Project expenses	780,061	394,172
Operation expenses	561,168	476,603
<b>Total expenses</b>	<b>2,102,598</b>	<b>1,331,571</b>
<b>Revenue over (under) expenses</b>	<b>190,327</b>	<b>(62,349)</b>

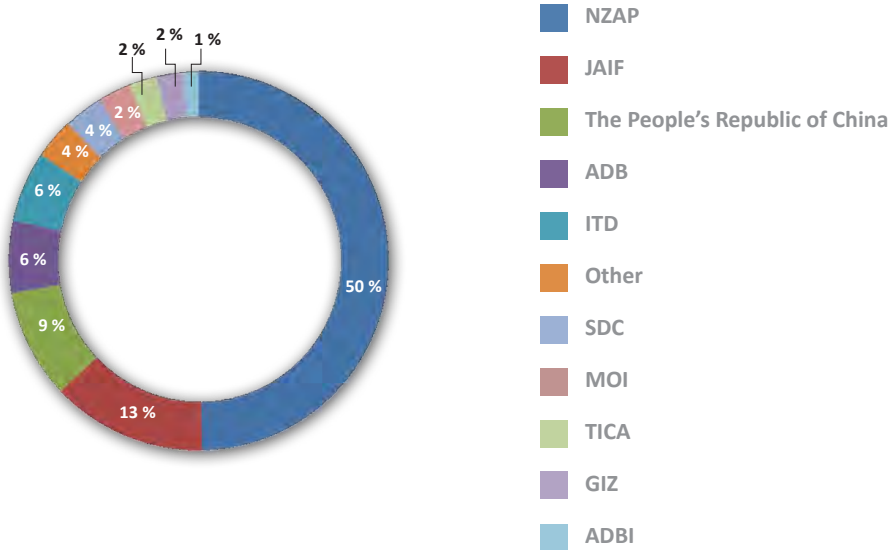
# Source of Income



# 2012 Expenses



# Source of funds



## 2013 Goals and Challenges

In 2012, MI matured horizontally and vertically, and has now expanded its role in subregional cooperation and integration to touch all levels of the development sphere; from grass roots communities to policy level decisions.

The new mandate, enabled by the December 2012 Governing Board Meetings, now includes the planning and implementation of sub-regional development projects along three major GMS Economic Corridors, namely, the East-West-Economic Corridor (EWEC), the Southern Economic Corridor (SEC) and the North-South Economic Corridor (NSEC), an increased role in the organization and facilitation of regional policy-level forums, and the continued development of its traditional role as a human resource and capacity building institute.

To meet the challenges posed by the new mandate, program operations and budgets in 2013 have nearly doubled since 2012, staff numbers have increased from 45 to 69, and the modes of intervention into regional economic and social issues have changed significantly. MI and its staff must continue to adapt and evolve in order to complete this transformation.

The implementation of the multi-year local and regional economic development programs, namely: the joint MI-Swiss Agency for Development and Cooperation (SDC) project, *'Capacity Development for More Inclusive and Equitable Growth, in the Greater Mekong Subregion (GMS) (along EWEC);* the joint MI-Japan ASEAN Integration Fund (JAIF) project, *'Enhancing SME Competitiveness Along SEC';* and the joint MI-ASEAN China Cooperation Fund (ACCF) project, *'Enhancing the Capacities of Chambers of Commerce and Business Associations Along NSEC,'* – which will operate in local communities in all of the six GMS countries – provide the major impetus behind the three key challenges for 2013:



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### 1) The development of a co-facilitation and sub-awards system and procedures to strengthen work with and through our strategic partners.

The implementation of a co-facilitation and sub-awards system will not only enable MI to strengthen its current work, but also assist in the identification and formation of new partnerships with other development organizations. By developing a more systematic approach to joint projects and programs, MI will be better positioned to collaborate and cooperate with a wider range of strategic partners. This must occur simultaneously with;

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### 2) The enhancement of MI's internal human resource capacities and a change in its approach to program/project design and implementation.

MI's programs and projects, particularly in agricultural value chain integration, SME cluster development, public sector reform and participatory local economic development, will need to be repackaged to extend and deepen the impact of its programs and projects to grass-roots communities. MI trainers and facilitators must develop their 'Training-the-Trainer' skills and co-facilitate a series of capacity development programs with local partners in order to localize and deliver them in local languages while also providing greater backstopping support to strategic partners;

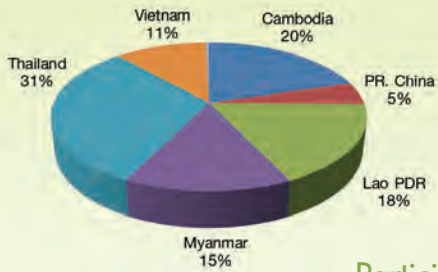
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### 3) The implementation of a results-oriented monitoring and evaluation (M&E) system.

The move into multi-year and multi-dimension projects will require MI to more closely monitor and evaluate the progress and results of its activities. If MI wishes to work with a greater range of strategic partners, it must be able to demonstrate the results of its work to all stakeholders. There is thus an urgent need to review what already exists, to define what needs to be done, and to develop and implement tools and processes (that can be integrated into all projects and activities) to accurately monitor results and outputs of its programs and projects. This will be a massive undertaking, and remains a key challenge to be met in 2013

MI continues to receive full support from the six GMS governments and its key partners – such as the New Zealand Aid Programme and SDC – as evidenced by their ongoing financial contributions and assistance. Through this support, MI will rise to meet these challenges and effect greater change to meet the needs of the region it serves.

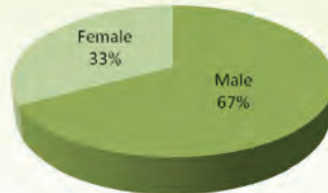
## Participants by GMS Country



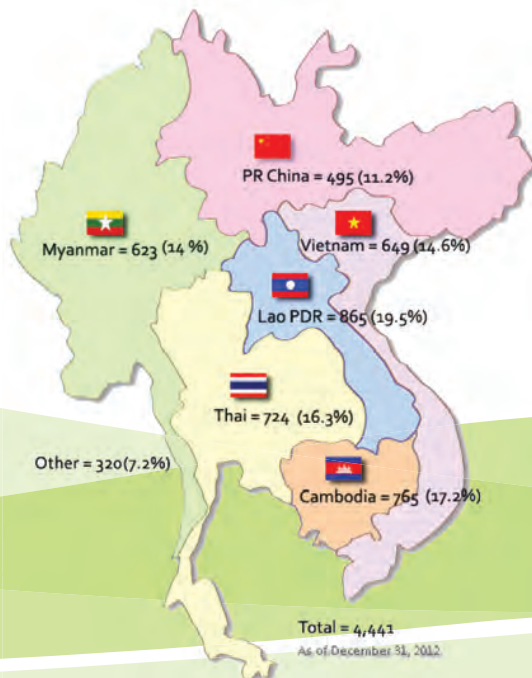
## Program Participation

**663** participants joined MI programs including training courses, structured learning visits, workshops, forums and meetings in 2012

## Participants by Gender



## Participants by Region



## MI Alumni

To date, more than **4,441 Alumni** have attended MI's learning programs on Rural Development for Sustainable Livelihoods, Trade and Investment Facilitation, and Human Migration Management and Care.

# Country Representatives

## (Coordinating Agencies)



### Cambodia

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Office of the Council of Ministers**

41 Russian Federation Boulevard,  
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### P.R. China

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