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Khon Kaen, Thailand

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List of Abbreviations and Acronyms

ACMECS	Ayeyawady-Chao Phraya Mekong Economic Cooperation Strategy
ACRF	ASEAN COVID-19 Recovery Framework
ADC	Agricultural Development and Commercialization
AIS	ACMECS Interim Secretarial
AMEICC	Economic and Industrial Cooperation Committee
ANGA	ASEAN Negotiating Group on Agriculture
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
CA	Coordinating Agencies
CD	Capacity Development
CKM	Communications and Knowledge Management
CLMV	Cambodia, Lao PDR, Myanmar, and Viet Nam
CLMVT	Cambodia, Lao PDR, Myanmar, Viet Nam, and Thailand
CRN	Climate Resilience Network
GAP	Good Agricultural Practice
GB	Governing Board
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GMCA	Greater Mekong Community Affairs
GMS	Greater Mekong Subregion
GMS KN	GMS Knowledge Network
GS	General Services
GSSD	Global South-South Development
HR	Human Resources
HRD	Human Resource Development
ICT	Information and Communication Technology
IGO	Intergovernmental Organization
ISG	Interim Steering Group
IT	Information Technology
KKUIC	Khon Kaen University International College
KOICA	Korea International Cooperation Agency
LFM	Logical Framework Matrix
LM	Lancang-Mekong
LMCSF	Lancang-Mekong Cooperation (LMC) Special Fund
MEL	Monitoring, Evaluation, and Learning
MFA	Ministry of Foreign Affairs (Thailand)
MI	Mekong Institute
MI-CDM	MI Capacity Development Model

MSIT	Ministry of Science and ICT (Republic of Korea)
MKCF	Mekong-Korea Cooperation Fund
MOAC	Ministry of Agriculture and Cooperatives (Thailand)
MRC	Mekong River Commission
MSMEs	Micro, Small Medium Enterprises
NEDA	Neighbouring Countries Economy Development Cooperation Agency
NSEC	North-South Economic Corridor
OTOP	One Tambon (meaning sub-district) One Product
PHE	Public Health Emergency
PIA	Project Implementing Agencies
PROSAFE	Promoting Safe Food for Everyone
RBM	Results-Based Management
RF	Results Framework
ROK	Republic of Korea
S&E	Synthesis & Evaluation
SEE	Sustainable Energy and Environment
SEZ	Special Economic Zones
SGs	Strategic Goals
SMT	Senior Management Team
SOM	Senior Officials Meeting
SP	Strategic Plan
STEPI	Science and Technology Policy Institute
TA	Technical Assistance
TICA	Thailand International Cooperation Agency
TIF	Trade and Investment Facilitation
TOC	Theory of Change
UNOSSC	United Nations Office for South-South Cooperation

Executive Summary

This report describes the performances of MI in 2022 for the period of January to November. Key activities, outputs, and outcomes achieved during the period are clustered around MI's two main streams: i) Contribution to GMS Development under three Regional Development Themes; and ii) Institutional Strengthening. Apart from the regular planned activities, the report identified some medium- and short-term outcomes from the activities conducted during the period. The activities under MI's Flagship Program as well as its contribution to broader GMS Cooperation Frameworks were also described in brief. This report also summarizes and presents the key findings and recommendations of the Capacity Need Assessment conducted in Jan-March 2022.

Due to the improved situation of Covid-19 pandemic, MI already has started on-site events, parallel to its online events. MI implemented 34 projects during Jan-Nov 2022. MI developed/updated 60 curriculums and organized 60 capacity development activities including modular training, one-off training, workshops, forums, and consultation meetings. 2,056 direct participants attended MI's 60 capacity-building events. Most of the participants were from Cambodia (23%) followed by Lao PDR (19%). Around 16% of the total participants were from non-GMS countries. MI always emphasizes women participation in its capacity-building events. Among the direct participants in the first half of the year, 49.4% were male and 50.6% of the participants were female. Besides, 54% of the participants were from the public sector and 46% were from the private sector. During the reporting period, MI conducted 13 training needs assessments, studies, and research.

During Jan-Nov 2022, MI direct participants organized 49 capacity-building events and reached 2,457 indirect participants of MI. Among the indirect participants, the majority (50%) were from Viet Nam, followed by Cambodia (21%), Myanmar (20%), Lao PDR (7%), and Thailand (1%). Among the indirect participants, 59.9% were male and 50.1% of the participants were female.

According to the consolidated statement of MI's financial status (from January 1 - October 31, 2022), MI's total revenue was US\$2,506,246, achieving 77.7% of the forecasting of 2022 as of October 31, 2022. This includes total revenue from long-term projects (US\$1,361,757), short-term projects (US\$509,139), customized activities (US\$184,106), GMS countries' contributions (US\$425,136), and other revenues (US\$26,110). On the other hand, total MI expenses amounted to US\$2,321,736, covering expenses from project and program delivery (US\$1,613,343) and operation expenses (US\$639,945). Non-cash operation expenses (US\$68,447). MI recorded net earnings of US\$184,512 as of October 31, 2022, and MI earns US\$282,959 excluded non-cash expenses.

In 2022, the world observed some critical changes that influenced the socio-economic development of GMS. Although the Covid-19 situation has been significantly improved compared to the last year, the new variant "Deltacron" shows the rise of cases towards the end of 2022. The Ukraine-Russia war has put challenges in the world that includes the development of the GMS countries. China-Lao railway project reactivated the enthusiasm of regional

infrastructure development, transport, and logistics development i.e., NSEC railways projects, dry ports, SEZs, etc.

MI has responded to the changing contexts by aligning core Programs with regional needs. MI has devised its human capacity development strategies to support the economies to recover from the shock, withstand the shock, and avoid the shock through regional cooperation in the long run. MI has aligned its core programs with built-in COVID-19 recovery support. MI's recent Mekong Forum held in October 2022 addressed COVID-19 recovery and transition to long-term resilience. MI's all programs have supported the development of MSMEs in the GMS, including integration of the digital economy and e-commerce. In response to the looming energy crisis alongside supporting greener recovery of the GMS, MI has enhanced its responsive capacity of regional countries by promoting utilization of climate-friendly technologies and practices in the recovery agenda. Accounting for digitalization and social inclusion at the front of socio-economic recovery, MI has advanced forward-looking actions for elevating regional sustainability and resilience through its capacity development activities.

The recommendations of the Capacity Needs Assessment (Jan-Mar 2022) were:

GMS Integration:

MI should focus on addressing the gaps and priorities for developing regional capacity at a more integrated level. Besides, MI should focus on developing more consistent and systematized knowledge-sharing platforms for all its thematic areas and cross-thematic areas of interventions so that stakeholders and partners have access to comprehensive knowledge, learning, and outcomes. This of course includes the various institutional components.

Collaboration:

MI should focus on networking and collaborative efforts for stakeholders to be increasingly exposed to regional frameworks, networks, institutions, organizations, and governmental partners to work at leveling the power distance between micro, meso, and macro development partners in the GMS.

Technical Proficiency:

MI should focus on developing capacities targeting English language proficiency as well as key 'system-level' competencies like the development of digital system, monitoring and evaluation system and resource mobilization.

Digital Connectivity and Utilization:

MI should provide greater focus on the role of technology in their focused thematic areas utilizing artificial intelligence, machine learning, blockchain management and administration of issues like trade logistics, three-dimensional printing, the internet of things, bio and nanotechnology, and genetic engineering of agricultural produce.

MI's Existing Modality:

MI should further develop its training follow up process and work on a more intentional framework of developing interventions that translate to concrete impact for beneficiaries. Several respondents suggested greater collaboration and joint work planning between their association or research institute with MI. These requests were quite direct and demonstrated a clear engagement of MI for its reputation and connections into the GMS to leverage each respective entity's technical proficiencies in the GMS region.

Some specific recommendations of this annual performance report are:

- Donors should be encouraged to treat capacity building as a medium-term program rather than a series of individual activities. Moreover, outcome monitoring budget should be included within project budget to capture higher level results.
- MI requires better design of capacity development programs; hence it is important for the organization to upgrade knowledge and skills of the existing staff.
- MI needs to devise new mechanisms to recruit participants and a more active engagement of our Coordinating Agencies (CAs) might be sought and seriously pursued. Rather than using informal alumni networks by MI, CAs might link MI to the relevant ministries as well as help to reach out to the participants through well-known social media from the countries.
- To facilitate engagement of more GMS personnel and improved outreach, MI Secondment program can be expanded to the relevant ministries and agencies.
- The current MI rate for professional fees needs to be reviewed and should allow flexibility against experience, skills, qualifications, and nature of assignment.
- Streamlining recruitment of consultants and an improvement in procurement procedures is suggested to support the realization of program department goals and tasks and to address the human resources needs of the current Strategic Plan. A wealth of examples is available online which can be studied and adapted to MI's operation.
- MI strategic plan aims to be inclusive. Availability of translation and interpretation services will help to facilitate implementation of activities.
- It is recommended to respond to the request of the stakeholders and beneficiaries for providing speakers in their events or exploring collaborative opportunities to establish MI's foothold in the region.

Overview of MI's Project Implementation in 2022

Figure 1: Number of MI projects by types (duration of implementation)

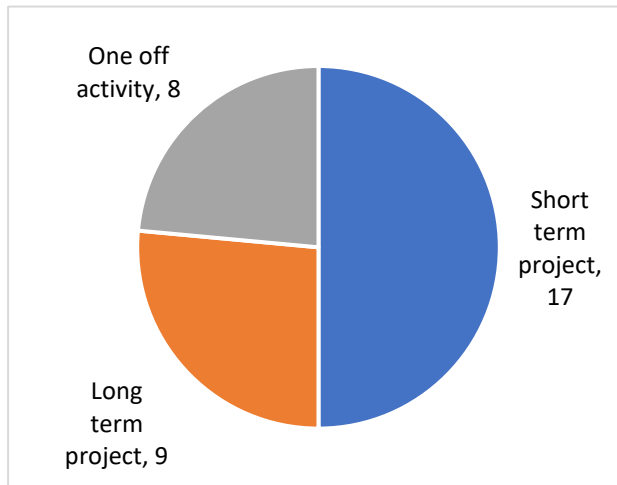
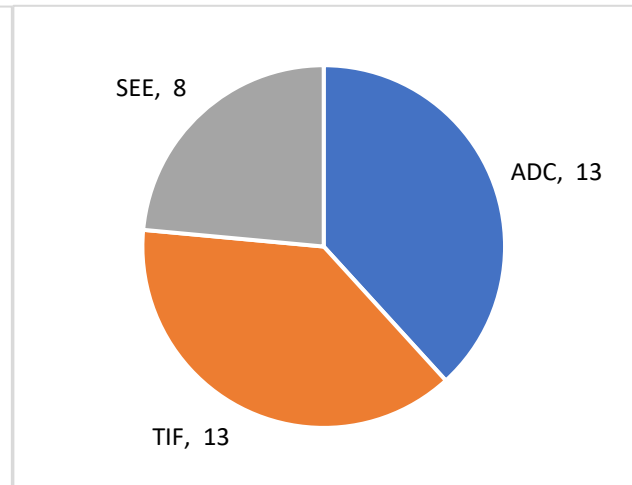


Figure 2: Number of MI projects by Regional Development Themes



34 projects implemented by MI during Jan-Nov 2022

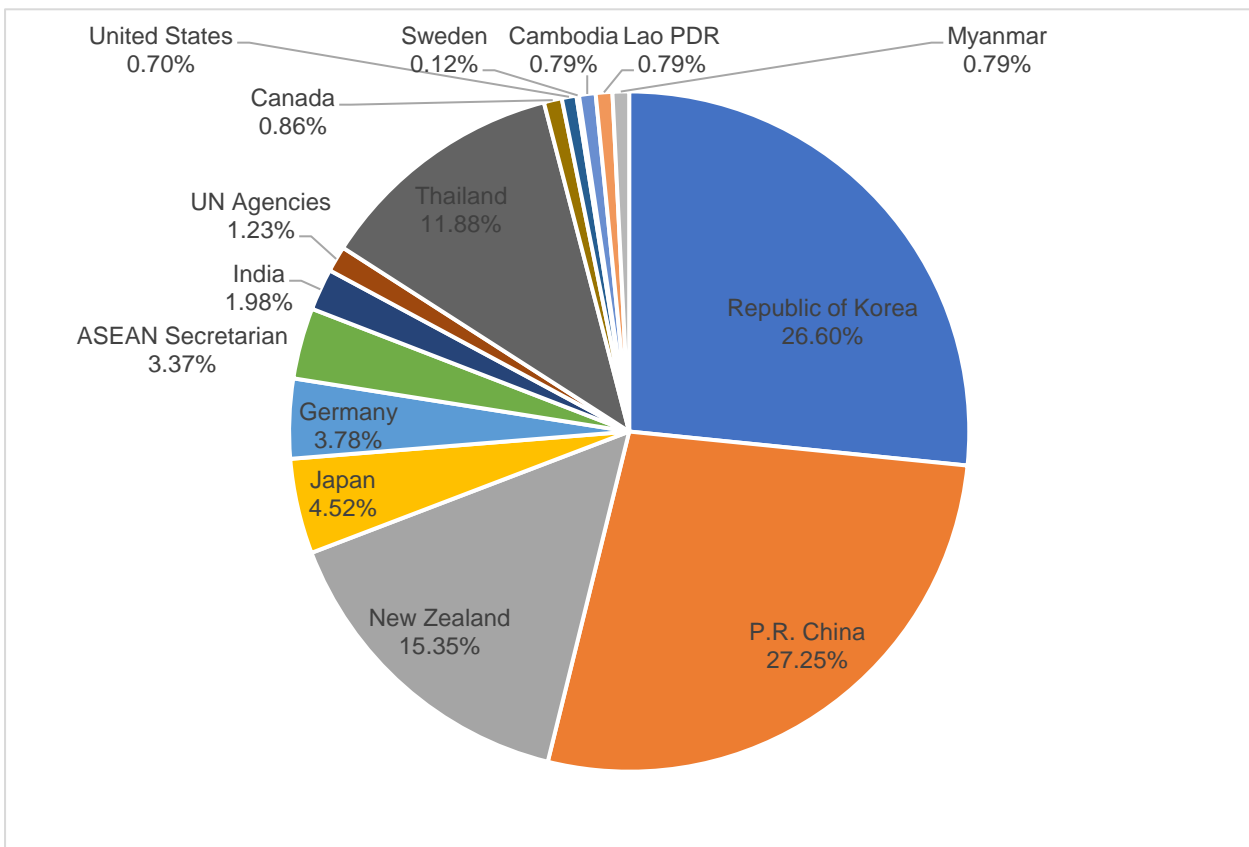


Figure 3: % share of MI revenue by countries/development partners

1. Introduction

Mekong Institute (MI) is an intergovernmental organization (IGO) founded by the six-member countries of the Greater Mekong Sub-region (GMS), namely Cambodia, P.R. China (Yunnan Province and Guangxi Zhuang Autonomous Region), Lao PDR, Myanmar, Thailand, and Viet Nam. MI was established under the Memorandum of Understanding between the New Zealand Ministry of Foreign Affairs and Trade; and the Thai Department of Technical and Economic Cooperation (presently known as Thailand International Cooperation Agency - TICA) in August 1996. MI provides, implements, and facilitates integrated human resource development (HRD), capacity-building programs, and development projects related to regional cooperation and integration. MI works with and through various local government authorities, development partners, and local organizations to deliver, implement standardized and customized learning programs, workshops, seminars, policy consultation, and research and development projects.

This half-yearly performance report covers the key highlights of MI's achievements from January to June 2022, covering two main focuses of the Results Framework (see Annex 1) of MI Strategic Plan 2021-2025: MI's Contribution to GMS Development and Institutional Strengthening of MI in delivering the results, as well as MI's Contribution to Broader GMS Cooperation Frameworks.

2. Changing Contexts in GMS and MI's Response

Post COVID-19 recovery:

Although the Covid-19 situation has been significantly improved compared to the last year, new variant "Deltacron" showing the rise of cases towards the end of 2022. The GMS is working on the post COVID-19 recovery, but it is not clear how the post-COVID-19 stage would look like at the end of 2022. The pandemic has exposed the GMS countries with the crucial aspect of resilience that needs to be built across economies and societies at all scales.

Ukraine war and its consequences:

The war has put challenges in the world that includes the development of the GMS countries. Since March 2022, the global supply chain has been disrupted; input and production cost increased in agriculture, energy, and other sectors; inflation rates increased; and foreign direct investment became uncertain in the GMS countries and there has been a trend of shifting the investment, etc.

China-Lao railway project operation:

The new railway has reactivated the enthusiasm of regional infrastructure development, transport, and logistics development i.e., NSEC railways projects, dry ports, SEZs, etc. Previously, the perishable products were not possible to export using the highways. Now, Lao PDR is able to export new products to China within 15 hours using the new railway, which has increased the trading. Mekong intra-traveling has also been increased as a result of this railway project.

Among the other changing contexts, the following are the crucial:

- Trade is picking up compared to 2021, but things are not so clear whether the trend is increasing or not. The investment has been slowed down due to several factors and some uneven situations.
- Service sector has started to get back. However, workforce, particularly migrant workers, is in high demand. Lack of sufficient workers has slowed down economic progress.
- Agriculture experiences high fertilizer cost and extreme climate events (both drought and flood) but because of e-commerce and intra-trade, economic trend increases in the intra-regional market.
- Energy sector is expected to rise after the full recovery from the COVID-19 situation. When all factories and plants will be operationalized, then more energy will be required. A strong policy would require in moving towards “energy transition” from fossil fuel into renewable energy usage.
- Considering the ongoing environment and climate change, although policies are in place, much remains to be addressed in the implementation of less usage of carbon-based fossil fuels. This is largely due to the shortage of gas supply worldwide as a result of Russia-Ukraine war.
- Digital connectivity and economy, including e-commerce is on the rise in the region. Much remains to be done to promote e-commerce, particularly supporting the MSMEs.
- Lao PDR is working on the graduation process of being one of the Least Developed Countries (LDCs) while Cambodia is entering into the process. Being the graduated status, the countries will not get the advantage of Generalized System of Preferences (GSP) from USA, and Everything but Arms (EBA) quota from EU. Hence, they need to compete with other countries to enter their products into international markets.

MI's responses to the changing contexts in 2022

Aligning Core Programs with Regional Needs

- MI has devised its human capacity development strategies to support the economic recover from the shock, withstand the shock and avoid the shock through regional cooperation in the long run.
- MI has aligned its core programs with built-in COVID-19 recovery support. MI's recent Mekong Forum held in October 2022 addressed covid recovery and transition to long-term resilience.
- All MI programs have supported the development of MSMEs in the GMS, including integration of digital economy and e-commerce.
- In response to the looming energy crisis alongside supporting greener recovery of the GMS, MI has enhanced its responsive capacity of regional countries by promoting utilization of climate-friendly technologies and practices in the recovery agenda.

- Accounting for digitalization and social inclusion at the front of socio-economic recovery, MI has advanced forward-looking actions for elevating regional sustainability and resilience through its capacity development activities.

New mandates and collaboration opportunities of MI

- There has been increased recognition for MI's possible roles and support to the GMS countries. MI has got the formal endorsement of being coordinator of the GMS Knowledge Network of ADB.
- MI has completed the Implementation Plan of CLMV Framework for Development that has been endorsed by the CLMV ministers. Being more knowledgeable on the framework, MI would be able to support the implementation of the framework in near future.
- Recently MI has been mandated to support the Ministry of Foreign Affairs (MFA), Thailand in the establishment and execution of the ACMECS Interim Secretariat (AIS). MI will provide its technical assistance and will be the back office of the interim operation of the AIS.
- MI has acquired one-million-dollar support from the Mekong-Korea Cooperation Fund's (MKCF) for providing regional project management and monitoring support.
- MI continued to maintain existing partners and explored new partnerships with Australia, England, and other technical development partners. MI hopes to implement some new partnership projects addressing some of the regional issues in 2023.

3. MI's Contribution to the GMS Development

This section briefly describes the capacity development events conducted and results achieved in the last 10 months (January-October 2022) addressing the Regional Development and Cross-Cutting Themes by MI's program departments.

3.1. Key Activities¹ and Outputs from January-November 2022

A. Regional Development Themes

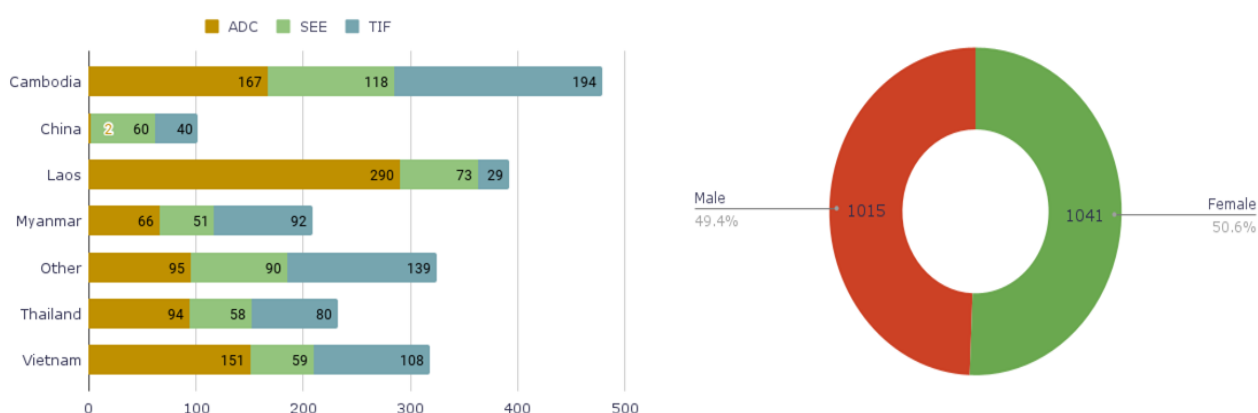
During January-October 2022, MI developed/updated 60 Curriculum Design Statements (CDS)/training manuals and organized 60 capacity development activities including modular trainings, one-off trainings, workshops, webinars, forums, and consultation meetings.

Table 1: Number of Capacity-Building Events and Direct Participants (Jan-Nov 2022)

Regional Development Themes	Forum	Monitoring Visit	Seminar	Training	Workshop	Total participants
Agricultural Development and Commercialization	0	2	1	24	6	865
Trade and Investment Facilitation	5	0	0	3	6	509
Sustainable Energy and Environment	5	0	0	5	2	682
Total	10	2	1	32	14	2056

2,056 direct participants attended MI's 60 capacity-building events. Most of the participants were from Cambodia (23%) followed by Lao PDR (19%). Around 16% of the total participants were from non-GMS countries. MI always emphasize women participation in its capacity-

Figure 4: Number of MI direct participants by country and gender



¹ Progress of detailed activities (as per plan of 2022) under Regional Development Themes is available in Annex 9.3.

building events. Among the direct participants in the first half of the year, 49.4% were male and 50.6% of the participants were female. Besides, 54% of the participants were from public sectors and 46% were from private sectors.

a.3.1.1. Agricultural Development and Commercialization

Focus Areas	<ul style="list-style-type: none"> ● Sustainable Food System ● Climate-Smart Agriculture
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	<p>One training course on smart farming technologies was conducted for 24 agriculture stakeholders from government agencies, research/academic institutions, and private enterprises to raise the awareness on the value of smart farming systems in enhancing crop production and contributing to a sustainable food system in the region. MI also organized a regional training course on ‘AI System Maintenance and Utilization’ for 21 government officials from CLMV, who are responsible for rice pest and disease or natural disasters monitoring in their countries and will be responsible for the management of this AI system. The participants are expected to understand the system functionality and capabilities and be familiar with operating the system.</p> <p>MI and GIZ co-organized an online 2nd knowledge-sharing and networking event on ‘Boosting Climate-Smart Agriculture Practices’ to provide an opportunity for participants to network and exchange with stakeholders to implement innovations in addressing climate change challenges in the agriculture sector.</p> <p>MI and Kasetsart University co-organized an International Seminar on ‘Sustainable Food System in Southeast Asia under and beyond COVID-19: Policy Evidence and Call for Action’ to address challenges and promote sustainable food system and its actions towards COVID-19 response and recovery in the region in a holistic manner. An online Webinar on ‘Sustainable Agriculture and Food Systems in the Greater Mekong Subregion (GMS): Green Finance as a Critical Trigger’ was also co-organized with APRACA for more than 100 representatives of financial institutions and key stakeholders to share experiences on their efforts and the current state of green and climate finance for agriculture. In the seminar, 17 representatives identified priority areas for further action and policy interventions for a strengthened green finance initiative in the region.</p>

Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations

Narratives	<p>MI, in collaboration with FAO, has been implementing a one-year OCOP project in 3 selected sub-regions of the FAO Asia and the Pacific: South Asia, South-East Asia, and the Pacific Islands. MI is the lead service provider to coordinate the implementation of OCOP in these sub-regions. The main activities of the OCOP project are consultations, workshops, and the establishment of a regional platform on OCOP best practices. As of October 2022, MI developed two reports on green development of Special Agriculture Product (SAP) of coffee in Lao PDR and vegetable in Thailand.</p> <p>To promote climate-smart farming, MI is conducting a study on opportunities and challenges to adopt smart technologies in the agriculture sectors of CLMVT with following objectives: i) to assess opportunities and challenges encountered by producers in the adoption of smart technologies, especially for smallholder farmers; ii) to assess the human and system capacity needs of government agencies and other stakeholders in supporting the adoption of smart technologies, especially by smallholder farmers; and, iii) to provide detailed recommendations for effective involvement of key government agencies, research institutions, the private sector, donors and NGOs to achieve full operationalization of smart technologies in CLMVT.</p>
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Output: Database and Information management systems developed

Narratives	<p>The Rice Department of Thailand and MI are jointly developing an AI-based Monitoring, Forecasting and Warning System for Natural Disasters and Rice Pest Outbreak in the GMS for sustainable rice production under climate change. The system will be installed and managed by the Rice Pest and Natural Disasters Monitoring, Forecasting and Warning Units in CLMVT countries. Data related to pest outbreak and natural disaster, i.e., water situation (flood and drought), temperature (high and low), relative humidity, airstream, and others will be maintained by each member country and automatically analyzed by the AI system.</p>
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Focus Areas	Agri Value-chain Development
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Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment

Narratives	<p>To promote value-chain development, MI conducted three online trainings and three coaching regarding One Village One Product (OVOP) initiatives, product processing technologies focusing on processed mango for Cambodia, processed banana for Lao PDR, and processed tea for Viet</p>
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	<p>Nam, and digital marketing, were conducted from March to May to enhance local economic development in the CLV.</p> <p>One training course on smart farming technologies was conducted for 24 agriculture stakeholders from government agencies, research/ academic institutions, and private enterprises to raise the awareness on the value of smart farming systems in enhancing crop production and contributing to a sustainable food system in the region.</p> <p>MI also organized a regional training course on ‘AI System Maintenance and Utilization’ for 21 government officials from CLMV, who are responsible for rice pest and disease or natural disasters monitoring in their countries and will be responsible for the management of this AI system. The participants are expected to understand the system functionality and capabilities and be familiar with operating the system.</p> <p>In addition, MI and GIZ co-organized an online knowledge-sharing and networking event on ‘Boosting Climate-Smart Agriculture Practices’ to provide an opportunity for participants to network and exchange with stakeholders implementing innovations in addressing climate change challenges in the agriculture sector.</p>
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Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations

<p>Narratives</p>	<p>MI conducted three Training Needs Analysis (TNA) studies aiming to gain the current situation of One Village One Product (OVOP) promotion and development in Cambodia, Lao PDR, and Viet Nam (CLV). The studies aimed at identifying challenges and needs of SMEs and government officials in OVOP promotion and application. The results of the studies were used as a guide to design training courses and coaching programs for the relevant stakeholders in CLMV.</p> <p>MI also conducted a baseline study on the existing rice standards in the GMS and one assessment on the alignment for the Milled Rice Standards in the GMS to review the possibility of creating a single standard that will encompass all quality and food safety requirements for rice produced in the region.</p>
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<p>Focus Area</p>	<p>Post-harvest Management</p>
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Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment

Narratives	MI organized a training on ‘Food Loss Reduction for Sustainable Value Chains’ for 24 value chain actors from government agencies, research institutions, and food processing enterprises to enrich the knowledge of participants from Cambodia, Lao PDR, Myanmar and Viet Nam on food loss measurement and reduction strategies, as well as postharvest management and technologies that could delay senescence, reduce loss and maintain the best possible quality of the produce. At the end of the course, participants came up with action plans on food loss reduction for implementation in their respective countries.
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Focus Area	Food Safety and Market Access
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	In addressing regional and local food safety challenges and issues and promote food safety standard to meet regional and international market requirements, MI organized 12 training courses and one training workshop related to food safety for 366 participants from the GMS and international. MI also worked on strengthening interministerial and intersectoral collaboration in the region to address the most pressing food safety issues. To achieve this, three national food safety forums and two in-country learning events were organized in Cambodia and Lao PDR. A total 192 participants from both the public and private sectors attended these events.

a.3.1.2. Trade and Investment Facilitation

Focus Area	<ul style="list-style-type: none"> ● Cross border trade and investment ● Cross border digital services and e-platforms ● MSMEs Competitiveness ● Economic empowerment of women and vulnerable groups ● MSME digitalization ● Strengthening regional supply chains ● Cross border transport and logistics ● Manufacturing
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	

Narratives	Four modular trainings and one mentoring program were organized to enhance capacity of SMEs, trade promotion associations, business associations and relevant government agencies on e-commerce development. The programs contain a series of sub activities including online training, action plan implementation and synthesis and evaluation workshop. The three programs directly trained around 164 participants from GMS countries.
Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations	
Narratives	<p>From January to October 2022, MI conducted five studies, which are:</p> <ul style="list-style-type: none"> ● Study on Implementation of National Single Window and ASEAN Single Window in the Mekong Countries ● Study on Economic Corridors, South-South and Triangular Cooperation and Post COVID-19 Recovery ● Study on Smart Logistics Technology Application Readiness for Agricultural Supply Chains Development in Cambodia, Lao PDR, Myanmar, Thailand, and Viet Nam ● Country Case studies on Women in Trade in Cambodia and Viet Nam ● Scoping Study on E-Commerce Development in Thailand and China (PRC-Yunnan Supported E-Commerce Project) <p>Two workshops, disseminate findings for women in trade, economic corridor south-south cooperation, smart logistics with 45 participants.</p>
Focus Areas	Coordination and synergy of regional frameworks
Narratives	<p>Six forums were organized under Lancang-Mekong Cooperation, Lancang-Mekong Business Forum, Mekong-India Forum 2022, Women in Trade Knowledge Platform, Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries was organized with 626 participants. The main objectives of those events to gather stakeholders for building partnership and cooperation framework.</p> <p>Regarding the forum ‘Mekong-RoK Cooperation: Seeking synergies on Mekong-ACMECS Cooperation Forum’, the result of forum is assessing the status and directions of Mekong regional cooperation frameworks, find potential synergies across regional cooperation frameworks, and deepen the partnership and cooperation between international development partners, Mekong countries, and the Republic of Korea. The forum was attended by over 90 attendees, both virtual and in-person. Government officials, diplomats, development organizations, think tanks, universities,</p>

	<p>non-government organizations, the media, and business chambers and associations were among the participants.</p> <p>Under the theme of “The Political Economy of the Mekong Region”, key experts from selected think tank/research institutions and universities presented their learning and perspectives on different topics. Moreover, the first panel discussion on “Building Synergies for Robust Mekong Cooperation”, where perspectives were exchanged by six diplomatic corps from the non-Mekong signatories of cooperation frameworks, including the Republic of Korea, the United States of America, Japan, P.R China, Australia, and India. The second panel discussion focused on the topic “Sustainable Development of the Mekong region,” featuring development experts discussions on observations and research findings on the development interventions of the regional cooperation as well as areas to consider achieving the UN's sustainable development goals.</p>
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Focus Area	Sustainable and smart tourism
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	<p>With the support from Yunnan Provincial Government of P.R. China, MI carried out a short-term capacity development project “Promoting Resilient and Sustainable Tourism for Post-COVID-19 Recovery in the Lancang-Mekong Countries” from September-December 2022.</p> <p>MI conducted two events (a webinar on September 12, 2022 and a training on September 13-23, 2022) on Thai focused area. 71 participants joined the capacity development events.</p>
Output: Knowledge or information sources developed to utilize in the Capacity development events organized by MI	
Narratives	<p>MI developed a training curriculum on “Promoting Resilient and Sustainable Tourism for Post-COVID-19 Recovery in the Lancang-Mekong Countries” to be utilized for the training conducted on September 13-23, 2023. The curriculum focused on sustainable recovery of the tourism sector by promoting multi-sectoral coordination, leveraging emerging technologies, and promoting decent works for local communities.</p>
Output: Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans	
Narratives	<p>MI coached country-wise action plans which are to produce tourism promotional videos by applying sustainable tourism concepts.</p>

a.3.1.3. Sustainable Energy and Environment

Focus Area	Energy and Climate Smart Technologies for Agriculture and Trade Activities
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	<p>In collaboration with Thailand International Cooperation Agency (TICA) and Neighboring Countries Economy Development Cooperation Agency (NEDA), and China South Power Grid Co., Ltd. (CSG) respectively, MI organized two trainings and one workshop for Clean Energy Development.</p> <p>With a particular focus on promoting renewable energy technologies for agricultural value chains, MI conducted an online training on Smart Renewable Energy Technology for Agriculture Supply Chain in Mekong Countries on November 21-25, 2022. The training was part of the project on “Sustainable and Smart Agricultural Supply Chain Development in the Mekong Region” (December 2021- May 2023) supported by the Mekong-Korean Cooperation Fund (MKCF).</p> <p>In the above mentioned four capacity development events, a total of 137 participants were trained by MI.</p>

Focus Area	Water, Energy, Food, Science and Technology
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	<p>With the financial support from the Republic of Korea (RoK)’s Ministry of Science and ICT (MSIT), in collaboration with the United Nations Office for South-South Cooperation (UNOSSC), the Science and Technology Policy Institute (STEPI), the Mekong River Commission (MRC) and MI are implementing a five-year project of Triangular Cooperation on Sustainable Development in the Lower Mekong Basin based on the Water-Energy-Food (WEF) Nexus (RoK-UNOSSC Facility Phase 3) from September 15, 2021 to December 31, 2025. The project is intended to strengthen access to water, food and energy for vulnerable communities living in the Lower Mekong Basin (Cambodia, Lao PDR, Thailand, and Viet Nam) through strengthening development approaches and management in these sectors. It will take integrative and multi-sectoral approaches in the application of highly demanded technologies on water, energy and food to improve the livelihoods</p>

	<p>of the people based on South-South and triangular cooperation (SS & TrC) modalities.</p> <p>As part of the project, MI is jointly carrying out a series of 6 consultative forums in Lao, Viet Nam Cambodia, Thailand from June - December 2022.</p> <p>During the reporting period, approximately 160 participants joined the events.</p>
Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations	
Narratives	<ul style="list-style-type: none"> MI produced 1 paper on interlinkages of South South & Triangular Cooperation focused on WEF Nexus, Build Back Better and Covid-19 recovery.

Focus Area	Energy and Climate Smart Technologies for Agriculture and Trade Activities
Output: Knowledge or information sources developed to utilize in the Capacity development events organized by MI	
Narratives	<p>MI developed 3 training curriculums, namely 1.) Affordable and Clean Energy; 2) “New Energy Technology Development and Its Applications in the Greater Mekong Subregion”; and 3) “Smart Renewable Energy Technology for Agriculture Supply Chain in Mekong Countries”.</p> <p>The curricula were tailored to promote feasible energy solutions and supportive policy regulatory and environment to support cleaner energy development in the region.</p>
Output: Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans	
Narratives	MI provided technical and financial assistance to 5 localized action plans in areas of promoting smart renewable energy technology for agriculture supply chain.
Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations	
Narratives	MI conducted a study between June 2022 and November 2022 to determine feasibility of the identified technologies to scale up across the regional countries. The study mapped technologies such as 1) Smart Solar Technology, 2) Wind Power Technology, 3) Tidal Hydrokinetic Energy, 4) Biomass Energy, 5) Agricultural Drones 6) Electric Forklift for Agricultural Warehouse alongside the information on supplier and manufacturer, product specification and cost, operationalization, case study, cost-benefit analysis, and return on investment calculation. This study is timely, given that one of

	the most significant challenges for the Mekong region in the coming decades is climate change due to greenhouse gas emissions.
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Focus Areas	<ul style="list-style-type: none"> • Environment • Climate-Smart Agriculture • Sustainable Food System
Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment	
Narratives	MI is delivering a consultancy service on facilitating the ASEAN-CRN Secretariat (2022-2023). Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the project is being implemented by GIZ in collaboration with the ASEAN Secretariat and the ASEAN Member States (AMS). MI delivered an event on “Transformation to Low Emissions and Resilient Agrifood System: A Knowledge Exchange Event and Climate Policy Negotiations Training” on September 27-29, 2022. The event consisted of 1) a public knowledge exchange on September 27, 2022, and 2) negotiations training for ASEAN-CRN and ANGA representatives on September 28-29, 2022. 51 participants joined the knowledge exchange event on net zero and carbon neutrality concepts and its feasibility in ASEAN.
Output: Database and Information management systems developed	
Narratives	In the ASEAN-CRN project, MI is managing the website and database dedicated to CRN and ANGA members alongside GIZ.
Output: Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans	
Narratives	Under the ASEAN-CRN project, MI provided strategic inputs to coordinate among ASEAN ANGA to represent in preparation for their participation in COP-27. MI facilitated “Internal Strategic Meeting of ANGA Members” in the afternoon of September 29, 2022. The 14 representatives from AMS showed their commitment to facilitate their country’s participation in COP-27. During the Climate Change Conference, COP27, which took place in Egypt in November 2022, MI also provided advisory support to the ANGA national delegates.

B. Cross-Cutting Themes

b.3.1.1. Digital Economy and Innovation

Focus Area	I. Promoting digital connectivity
<p>Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment</p>	
<p>Narratives</p>	<p>MI, with support from the People’s Government of the People’s Republic of China, implemented a project on "Fostering Digital Connectivity in the Lancang-Mekong Countries (LMC) from October 2021-August 2022. Along the initiative's three components (preliminary research, online workshops, and expert dialogue), a series of online workshops organized with a focus on experience sharing and specific topics to raise awareness of the existence of digital solutions and demonstrate how governments can effectively support MSMEs in leveraging digital services.</p> <p>The capacity development events were held: 3 online workshops and 1 webinar/forum from March - October 2022. The main stakeholder is from MSMEs in the GMS countries. 176 participants are working on digital connectivity and digital economy development in the region.</p>
<p>Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations</p>	
<p>Narratives</p>	<p>MI produced one research paper on “Status and Prospects of Digital Connectivity in Micro, Small and Medium Enterprises (MSMEs) in the Lancang-Mekong Countries”. The research found that adoption of digital technologies by MSMEs has a positive and statistically significant impact on a firm’s productivity. The intrinsic characteristics of MSMEs, such as less bureaucracy, greater structural flexibility, responsiveness, and simpler decision-making processes, have supported the digitalization drive. Further, COVID-19 has emerged as an accelerator for MSMEs' digitalization and has enabled them to ‘break the barriers’ of digitalization. The research provided concrete recommendations to enhance the support towards digitalization due to existing gaps of digital adoption by MSMEs in LMC.</p>
<p>Output: Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans</p>	
<p>Narratives</p>	<p>MI provided technical and financial assistance to 6 localized action plans to promote digital connectivity in their respective countries.</p>

b.3.1.2. Social Inclusion and Vulnerability

Focus Area	Others
<p>Output: Capacity Development (CD) events organized by MI to develop the knowledge and skills of Boundary Partners (change agents) in focused areas in agriculture, trade and investment, energy, and environment</p>	
<p>Narratives</p>	<p>MI reconvened the 27 participants at the synthesis and evaluation workshop on “Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences” on June 27, 2022. The project is supported by the People’s Government of the People’s Republic of China. The participants reflected experiences of the action plan implemented, evaluated the project effectiveness and identified further training needs.</p>
<p>Output: Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans</p>	
<p>Narratives</p>	<p>MI provided technical and financial assistance to design and deliver 5 localized action plans.</p>
<p>Output: Research, assessments, and studies undertaken to inform project development, dialogue and consultations</p>	
<p>Narratives</p>	<p>MI, funded by the German Federal Ministry for Economic Cooperation and Development and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the ASEAN Secretariat, undertook an assignment on conducting a Stocktaking Study on “Public Health Emergency (PHE) Preparedness and Response in ASEAN” between March and October, 2022. The study investigated the existing mechanisms for Prevention and Preparedness, Detection and Risk assessment, and Response to public health emergencies with a focus on innovation and coordination areas by considering the context of the COVID-19 response. The findings are intended to be used for developing regional projects and national projects to support the wider ASEAN Health Sector Cooperation.</p>

b.3.1.3. Labor Mobility

Focus Area	III. Any others
Output:	Research, assessments, and studies undertaken to inform project development, dialogue and consultations
Narratives	Under the “Public Health Emergency (PHE) Preparedness and Response in ASEAN” study conducted during the reporting period, MI “highlighted the high risk posed to the migrant workers due to their cramped and vulnerable living conditions, and countries to consider it while preparing for further public health emergencies. Besides, it was incorporated as a cross-cutting issue in the MI trainings.

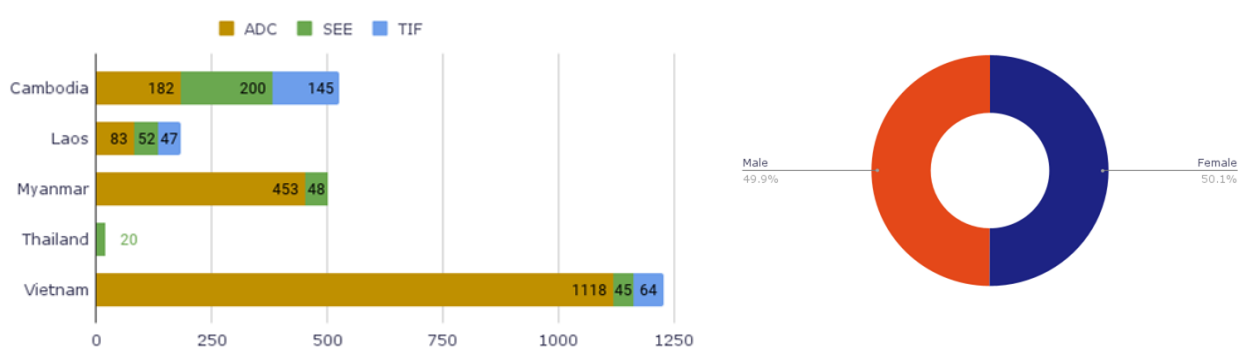
3.2. Key Outcomes Achieved during January-November 2022

A. Regional Development Themes

a.3.2.1. Agricultural Development and Commercialization

During January-November 2022, MI direct participants organized 49 capacity-building events and reached 2,457 indirect participants of MI. Among the indirect participants, the majority (50%) were from Viet Nam, followed by Cambodia (21%), Myanmar (20%), Lao PDR (7%), and Thailand (1%). Among the indirect participants, 59.9% were male and 50.1% of the participants were female.

Figure 5: Number of MI indirect participants by country and gender



Focus Area	<ul style="list-style-type: none"> ● Agri Value-chain Development ● Post-harvest Management ● Climate-smart Agriculture ● Food Safety
Short-Term Outcome:	Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas

Narratives	84% (470 out of 561) MI training/workshop participants reported that they had improved their knowledge and skills.
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Focus Area	Food Safety
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Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas

Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills

Narratives	MI direct participants from government, private and academic organized 34 capacity-building events and reached 1,624 indirect participants of MI. Among the indirect participants, the majority (942 were from Viet Nam, followed by Myanmar (469), Cambodia (182), and Lao PDR (31). Among the indirect participants, 54% were male and 46% of the participants were female.
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Medium-term Outcome: Improved provision of services by Government (knowledge, guidance, support) and associations (advocacy, legal advisory, information, financial, and networking services) to farmers and MSMEs on priority areas related to agricultural development in GMS countries

Narratives	<p>Six MSMEs (three from Lao PDR and three from Viet Nam) adopted improved practices, processes, and facilities (traceability, hygiene practice improvement, facility improvement).</p> <p>Cantho University of Technology, Viet Nam updated a lecture on “Physical Chemistry in Food”.</p> <p>A company in Lao PDR successfully registered 11 food products with Food and Drug Department (FDD), Lao PDR.</p> <p>Seven press releases, articles, and news/stories were published or broadcasted by the media (Cambodia- 1, Lao PDR- 5, and Viet Nam-1).</p>
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Focus Area	Agri Value-Chain Development
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Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas

Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills

Narratives	MI direct participants from government, private and academic organized six capacity-building events and reached 102 indirect participants. All indirect
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	participants were from private sector, 62 were from Lao PDR, while 40 were from Viet Nam. 62 participants were male and 40 were female.
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Focus Area	<ul style="list-style-type: none"> • Sustainable Food System • Climate-smart Agriculture
Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas	
Narratives	100% of the participants improved their knowledge and skills on shaping pathways to net zero and carbon neutrality in agriculture. The participants improved their understanding on the basics of UNFCCC framework and climate policy negotiation landscape.
Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills	
Narratives	Some of the participants from “Transformation to Low Emissions and Resilient Agrifood System: A Knowledge Exchange Event and Climate Policy Negotiations Training” on 27- 29 September 2022 attended 27th Conference of the Parties of the UNFCCC (COP27). For those who could not join the meeting, they facilitated and contributed to the process of sending their respective national delegation to COP27.

a.3.2.2. Trade and Investment Facilitation

Focus Area	Sustainable and smart tourism
Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas	
Narratives	100% of the participants were positive that they gained insightful knowledge and good practices on forward-looking sustainable tourism recovery strategies.
Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills	
Narratives	In the implementation of the six action plans developed under “Promoting Resilient and Sustainable Tourism for Post-COVID-19 Recovery in the Lancang-Mekong Countries”, the participants employed the ideas of eco-cultural tourism, smart tourism, and responsible tourism for implementation and publication. A consolidated video as a knowledge product was developed, with the assistance of MI, to promote sustainable tourism to contribute to economic recovery in the region.

Focus Areas	<ul style="list-style-type: none"> ● Cross border trade and investment ● Cross border digital services and e-platforms ● MSMEs Competitiveness ● Coordination and synergy of regional frameworks ● Economic empowerment of women and vulnerable groups ● MSME digitalization ● Strengthening regional supply chains ● Cross border transport and logistics ● Manufacturing ● Paperless trade (touchless cargo handling) ● Sustainable and smart tourism ● Regional travel connectivity (Trans ASEAN railway services delivery)
<p>Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas</p> <p>Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills</p>	
Narratives	<p>100% (456) of MI training/workshop participants reported that they had improved their knowledge and skills.</p> <p>As part of three modular trainings and one mentoring programs, a total of 54 action plans were designed and implemented by the direct trained participants. The action plan includes 45 individual action plans to develop business/ marketing plans on e-commerce, sustainable tourism content, smart logistics technology for agriculture supply chain, as well as nine group action plans on organizing national workshops to disseminate the training content to additional local participants, to foster the local cooperation among stakeholders and service providers on e-commerce development.</p>
Focus Areas	<ul style="list-style-type: none"> ● MSMEs Competitiveness ● Economic empowerment of women as both employers and employees
<p>Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas</p>	

Narratives	<p>Through multi-stakeholder’s forums for research consultations and key findings disseminations, Women in Trade Knowledge Platform Research Project has been able to increase the interest and knowledge related to women's economic empowerment opportunities through trade in GMS. The forums also ensured that the policy recommendations are understood and relevant to the key stakeholders, including the policymakers, practitioners, women-led exporting businesses, and development actors. Further to this, MI has positioned itself as a pioneer for women's economic empowerment in the trade sectors of GMS countries.</p> <p>The research products, including both country case study reports and policy briefs, have provided important gender-specific key insights for inclusive and responsible practices gaps in the trade sectors. Subsequently, Trade Supporting Agencies (TSAs) and policy makers will be able to make informed and evidence-based decisions when designing projects for women's economic empowerment.</p>
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Focus Area	Coordination and synergy of regional frameworks
Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas	
Narratives	<p>Through the regional forum for policy dialogue under Mekong-RoK Cooperation: Seeking synergies on Mekong-ACMECS Cooperation project, six Mekong countries and partner countries, namely Korea, Japan, India, Australia, USA, assessed the status of Mekong regional cooperation frameworks, exchanged views and practices, and explored synergy opportunities amongst frameworks with similar focus and agendas to collaborate and complement in addressing the regional development issues in the region.</p> <p>The forum promoted complementarities and alignments of cooperation frameworks working in sync to unlock the subregion's full potential with a view to achieving a robust, resilient, and sustainable Mekong. The forum also ensured that the strong partnership between Korea and Mekong countries is materialized, and such collaboration is expected to play an important part in enabling all member states to strive together toward the SDGs in the long run.</p>

Focus Area	<ul style="list-style-type: none"> ● Cross border trade and investment ● Economic empowerment of women and vulnerable groups
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Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas

Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills

Narratives

With support of TFO, Canada, MI conducted a research project to establish the Women in Trade Knowledge Platform in Cambodia and Viet Nam. Under the research projects, MI organized series of multi-stakeholder’s workshop and forums to increase the interest and knowledge related to women’s economic empowerment opportunities through trade in GMS. The workshop and forums also ensured that the policy recommendations are understood and relevant to the key stakeholders, including the policymakers, practitioners, women-led exporting businesses, and development actors. Further to this, MI has positioned itself as a pioneer for women’s economic empowerment in the trade sectors of GMS countries.

Besides, by organizing national workshops, as part of participants action plan, MI trained participants adapted MI training packages into local context, built up local network to continuously promote e-commerce, tourism and smart logistics technologies utilized in agriculture sector.

Focus Areas

- Cross border trade and investment
- Cross border digital services and e-platforms
- MSMEs Competitiveness
- Economic empowerment of women and vulnerable groups
- MSME digitalization
- Strengthening regional supply chains

Medium-Term Outcome: Enhanced participation of women and vulnerable communities in economic development promoted by the GMS government

Narratives

With support of KOICA and TFO, Canada, a modular training program to promote women’s participation in e-commerce, and a research project to establish a knowledge platform for promoting women in trade were conducted by MI. The two programs enhanced participation of women and vulnerable communities in economic development promoted by the GMS countries. The trained participants organized national workshops to further share knowledge on e-commerce to encourage more local women entrepreneurs to start or improve business development through e-commerce, and or participate in trade through e-commerce.

	The WIT research explicitly identified and promoted best practices for achieving sustainable and inclusive economic growth through women's economic empowerment strategies in trade. The research also provides solutions for enabling women-led SMEs from GMS to benefit from international trade opportunities as well as strengthening them to be competitive players in the global market. Both public policy makers, trade supporting agencies, and development donors are expected to adopt such trade-related strategies and gender-smart services in their development interventions.
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a.3.2.3. Sustainable Energy and Environment

Focus Areas	<ul style="list-style-type: none"> • Energy • Climate Smart Technologies for Agriculture and Trade Activities
Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas	
Narratives	100% (257) of MI training/workshop participants reported that they had improved their knowledge and skills affordable and clean energy that could be scalable in the regional countries
Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills	
Narratives	Participants showed their improvement in knowledge and skills by developing action plans customizing the needs of their own countries.

Focus Areas	<ul style="list-style-type: none"> • Environment • Climate-Smart Agriculture • Sustainable Food System
Medium-Term Outcome: Improved political commitment demonstrated by Govt. representatives to new sector initiatives (through official declaration, speech, joining working group, etc.)	
Narratives	MI provided advisory support to ASEAN Negotiating Group for Agriculture (ANGA) for the participation in COP27. The ANGA members as a joint group actively engaged in a preCOP27 informal workshop on the future of the Koronivia Joint Work on Agriculture (KJWA) to openly discuss the options on how best to implement climate action in agriculture with other parties in Sharm El Sheikh, Egypt. The Koronivia Joint Work on Agriculture (KJWA) is a program of work under the UNFCCC for parties to discuss issues related to agriculture.

B. Cross-Cutting Themes

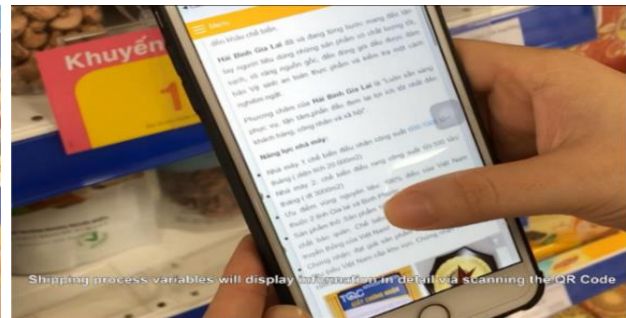
b.3.2.4. Digital Economy and Innovation

Focus Area	Promoting digital connectivity
Short-term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills	
Narratives	<p>Under the six action plans implemented by the direct participants, approximately 200² indirect participants benefited from them. The indirect participants were appreciative of the knowledge acquired from the workshop organized by the MI trained participants. It contributed to the needs of the region to realign the advancement of digital technology with the realities of MSMEs. The activities attempted to bridge this gap. There remains the need to have business models that enable digital technological applications and stay ahead of the curve by gaining skills and adding knowledge. The activities under the action plan implementation are following:</p> <ul style="list-style-type: none">● Workshop on Financial Access and Support Policy to Empower MSMEs' Digitalization in Lao PDR● Workshop on Enhancing Cambodia's MSME and E-commerce through Financial Access and Support Policies in Cambodia● Workshop on Fintech – Fund Opportunity for MSMEs in MSE in Thailand● Workshop on Capacity Building for Financial Inclusion and Holistic Development of MSMEs in Myanmar● Workshop on Advancing Financial Access and Support Policy to Empower MSMEs' Digitalization in Viet Nam● Workshop on Advancing Financial Access and Support Policy to Empower MSMEs' Digitalization for Inclusive Growth in the Lancang-Mekong Countries (organized by Chinese Participants).

² The number will be updated after receiving the final report from the Chinese participants.

Case 1: Connecting the Dots

Promoting Technology Use to Improve Traceability in Vietnam



Tracing the origin of fresh produce is a new concept in Viet Nam with many small-scale producers and enterprises facing difficulties in changing conventional practices, as well as adopting new digital technologies. However, food traceability has increasingly been an important feature of many food safety management systems since implementing this can attract bigger markets both inside and outside of the country.

In 2018, Chinese importers started to impose stricter requirements on the origins and quality of agro-products. Imported fruits from Viet Nam, including those transported through its land borders, are required to have labels with traceability codes for place of origin together with accompanying food safety and phytosanitary certificates. Similarly, the European Union-Viet Nam Free Trade Agreement, which took effect in August 2020, now requires Vietnamese exporters to follow traceability guidelines for fresh fruits and vegetables to enter the European market.

Locally, the Vietnamese Government has worked on instituting product traceability from the national to local levels. In January 2019, Prime Minister Decision No. 100/QĐ-TTg was approved to fully implement a national food traceability system. Subsequently, the Ministry of Health issued Circular No. 25/2019/TT-BYT in August 2019 outlining traceability mechanisms for food-related products while the Ministry of Industry and Trade also released Decision No. 1978/QĐ-BCT in July 2020 highlighting the implementation plan to adopt traceability systems for other goods.

Supporting local stakeholders to implement reliable traceability systems is essential to further promote product quality and safety. Under the Promoting Safe Food for Everyone (PROSAFE) project, supported by the New Zealand Aid Programme, in 2019 MI organized two regional training programs on Food Safety Risk Management and Traceability, as well as Food Safety Emergency Management in the Supply Chain, designed for CLMV regulatory officials, academic professionals, and private sector representatives.

Due to increasing market demands, as well as to apply the knowledge gained from MI, Mr. Nguyen Van Chung, Director of Viet Quality Consulting and Training Co., has developed and promoted traceability software to various producers, cooperatives, and enterprises in Da Nang City and many other provinces. Through this VQS software, company and product information from the production and distribution stages can be recorded by the system. The software also allows its users to record entire products in real-time, update, view, and verify the accuracy of information. Moreover, users can create a QR code stamp, which can display all available information. VQS can electronically store large amounts of product information for a business. The application of this traceability software helps to further promote the products, protect brands through fast and accurate data access, as well as build consumer confidence. Now, the software is being applied by around 180 companies and cooperatives producing fruits and vegetables, tea, pepper, as well as poultry, and other processed agro-products.

While the software application meets the current traceability requirements in the country and some international markets, the VQS system can be upgraded to adapt to changing trading requirements and market demands. All these changes can contribute to improving food traceability in the country and ensure food safety for consumers, either in Viet Nam or anywhere in the world.

b.3.2.5. Social Inclusion and Vulnerability

Focus Area	Social Inclusion and Vulnerability
	<p>Short-Term Outcome: Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas</p> <p>Short-Term Outcome: Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills</p>
<p>Narratives</p>	<p>Seven knowledge dissemination events were carried out by MI to train participants under “Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences”. The activity benefitted 179 indirect participants:</p> <ul style="list-style-type: none"> ● Training on Poverty Reduction through promoting Awareness and Knowledge over Access to E-Markets in Ton Village Indigenous Community, Cambodia ● Training on Poverty Reduction through promoting Awareness and Knowledge over Access to E-Markets Kaompoun Roun Touch Village Indigenous Community, Cambodia ● Training on Poverty Reduction through promoting Awareness and Knowledge over Access to E-Markets in Raksmeay Meanchey Agricultural Cooperative, Cambodia

- Training on Poverty Reduction through promoting Awareness and Knowledge over Access to E-Markets in Kerbre Chivakpheap Agricultural Cooperative, Cambodia
- Training on Poverty Reduction through promoting Awareness and Knowledge over Access to E-Markets among Indigenous People in Ratanakiri Province, Cambodia
- Theoretical and Practical Training on Promoting Sustainable Durian Farming in Binh Phuoc Province: Targeted Poverty Alleviation Initiatives for Farmers, Viet Nam
- Knowledge Sharing Event on Targeted Poverty Alleviation, Myanmar

Altogether, three information products on the vulnerable namely, i. Assessment on the Main Driver of Poverty and Mapping Available Local Resources for Poverty Reduction in Luang Prabang, Lao PDR, ii. Survey on COVID-19 Impacts toward Domestic Violence against Women in Nay Pyi Taw, Myanmar, and iii. Data Collection on Effects of COVID-19 toward Persons with Disabilities and the Elderlies with Disabilities, Thailand.

The activities integrated GESI dimensions. 66% of the direct participants and 51% of the indirect participants were Female. Furthermore, MI also ensured gender balance in the composition of resource persons and speakers.

The participants showed their knowledge attainment and confidence to utilize them over ensuring inclusion in poverty alleviation efforts. It was reflected in their action plans which gave a special attention to understanding and empowering the vulnerable groups in the communities.

The participants reported their plans to utilize knowledge acquired from the capacity development project by proposing them to be a part of the organization's work plan soon. One participant from Viet Nam mentioned that sustainable durian farming could become a regular activity conducted by his unit. The Myanmar participants also planned to use their findings from the assessment to design vocational training programs for the targeted women group. In the follow-up questionnaire, the Lao and Vietnamese participants mentioned their integrated knowledge received from MI to their project.

Case 2: Reaching the Unreachable



Ratanakiri Province is in the northwestern part of Cambodia. With a total population of around 184,000, the province is home to minorities such as Pnong, Kreung, Prov, Tompong, and among others. Majority of them lag in participating in mainstream socio-economic development activities.

To contribute to poverty reduction through awareness of market opportunities and access, MI trained participants provided the onsite trainings on “Awareness Raising over E-Market Access among Indigenous Communities” in February 2022. The trainings introduced agricultural market applications available over the Smartphone. The trainings received participation of 156 people from the two (2) indigenous communities and three (3) agricultural cooperatives: Ton Village Indigenous Community, Tompong Rong Touch Village Indigenous, Raksmei Meanchey Agricultural Cooperative, Cassava Production Agricultural Cooperative located in Lai village and Kerbre Chivakpheap Agricultural Cooperative in Ratanakiri province.

The activities are complementary to the Royal Government of Cambodia’s Strategy on Poverty Reduction through the alignment of the Agriculture Sector Development Plan 2019-2023. The participants used both formal and informal approaches- using the formal networks of Ministry of Agriculture, Forestry and Fisheries (MAFF) and the self-initiative of participants using their informal relations to have a wider reach of knowledge across the local communities.

The studies have shown that lack of awareness over the existing opportunities is a major contributing factor over pervasive poverty. The activities implemented by MI’s trained participants are expected to facilitate to fill this gap and contribute to reduction of vulnerabilities among indigenous communities in Cambodia.

Case 3: University-Industry-Farmer Partnership

(A Recipe to Sustainable Poverty Reduction)

Increasing agricultural productivity has been playing the key role in lifting people out of poverty in Viet Nam where a large share of the poor depends on agriculture for a living. Durian is one of the thriving agricultural goods from Viet Nam that is gaining a foothold in the global market. While the yield of the “king-of-the-fruit” is providing a significant rural income generation opportunity, this also presents a challenge in Binh Phuoc Province of Viet Nam. Durian cultivation resulted in an increase in the use of agrochemicals and fertilizers which could degrade the environment and long-term productivity of agricultural lands. In the face of growing concerns over sustainability, the government is encouraging the farmers to shift to sustainable agriculture practices.



However, it is easier said than done. Small-scale farmers have limited assets and resources. If they do not perceive any tangible benefits, they will hold to the status quo. The Vietnamese participants who attended MI’s training program on “Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experience (2021-2022)” made a survey to understand the current practices and circumstances of Durian farmers in Binh Phuoc Province. It was found that the main problems faced by the farmers entail labor shortage, unstable income, low education on sustainable agriculture practices and lack of social capital. To address the issue of low level of knowledge on sustainable fertilization techniques and agrochemical utilization amongst Durian farmers, the MI’s trained participants who came from Nong Lam University

invited collaboration of Yara Company that produced sustainable and innovative agricultural inputs to the action plan, namely “Targeted Poverty Alleviation through Promoting Sustainable Durian Farming”. Joined by 15 farmers from the community, the participants and the representatives from Yara Company designed a combination of theoretical training and farm-based practical training between February 2022 and May 2022.

The team from the university and the company closely consulted with the farmers to receive their feedback on the introduced plantation and fertilization process throughout the course of training. As a result, the farmers were satisfied with the newly introduced practices and showed their willingness to adopt them. Without doubt, university-Industry-Farmer collaboration is beneficial. Universities are increasingly discovering functional research whereas industries catalyze the discovery-to-innovation process. In the process, farmers evaluated the feasibility and applicability. With this interactive participatory process, this action plan exhibits a great example of effective pooling resources.

The demonstration farm for durian was implemented successfully. As a further step, they will evaluate the fruit yield relative to the resource investment required for the newly introduced practices. Furthermore, the participants from the university mentioned that this activity is set to conduct on a regular basis in collaboration with Yara company. Any sustainable poverty reduction in the agriculture sectors needs to pay attention to the economic trade-offs the small-scale farmers could not effort and bring support that could enable them to adapt the practices. The University-Industry-Farmer Partnership is one of the strategies to achieve it.

3.3. MI’s Flagship Programs

3.3.1 Towards Post COVID-19 Resilient Economies

The pandemic has exposed the GMS countries with the crucial aspect of resilience that needs to be built across economies and societies at all scales. As such MI is devising its human capacity development strategies to support the economies recover from the shock, withstand the shock, and avoid the shock through regional cooperation in the long run.

COVID-19 recovery-related activities have been incorporated into MI Core Programs.

Agricultural Development and Commercialization (ADC) Program

PROSAFE project contributed to the "building back better" measures for the agri-food sector in CLMV; helped to expand market access and access to safer food for the general people.

- CLMV Implementation Plan integrated and complemented ASEAN COVID-19 Recovery Framework (ACRF) strategies and corresponding activities.
- AMEICC and OCOP contributed to strengthening the resilience of small farmers and MSMEs against economic and climate disruptions (COVID-19 contributed to economic and supply chain disruptions in the region eroding farmers and agri-food entrepreneur income).

Sustainable Energy and Environment (SEE) Program

In the context of SEE, the program is enhancing the responsive capacity of the GMS countries through promoting energy transition while keeping social inclusion and reducing digital gaps front and center of recovery in 2022. As such, the trainings' curricula are integrated the aspects of COVID-19 impacts and sustainable recovery from the pandemic. The other activities such as research, workshop and webinar are likewise discussing forward-looking actions for sustainability and resilience in the context of COVID-19.

Regarding energy transition, SEE conducted "Promoting Affordable and Clean Energy", and is currently conducting a situation study on "Smart Renewable Energy Technology for Agriculture Supply Chain in the Mekong Countries." As a knowledge exchange platform, the training program promoted policies and regulatory measures that are conducive for energy-technology development and deployment from household scale to industrial scale. At the same time, it is expected that the research will be an evidence-based knowledge product that puts forward with recommended actions for using more efficient energy in the agriculture supply chain in the GMS.

The pandemic accelerated the deployment of digital technologies in the economies and societies in the GMS countries. Schools, government services and businesses are adopting digital solutions to continue their operations and services in the absence of in-person interactions. Even after the pandemic, digital transformation in the supply chain of production and consumption will remain irreversible. Yet most of the countries in the region, particularly CLM countries are not equally prepared to tackle crisis by capitalizing on digitalization. Thus, to address the digital gaps and introduce to innovative digital solutions in support of MSMEs, SEE organized two events:

- Facilitating Fintech and Digital Payment Inclusion for MSMEs in Lancang-Mekong Countries
- Advancing Financial Access and Support Policy to Empower MSMEs' Digitalization for Inclusive Growth in the Lancang-Mekong Countries

Finally, to carry forward with inclusive recovery from COVID-19 bearing the principle of "no-one-left-behind", the short-term project on Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences highlighted the successful stories in reaching out to the marginalized community to have access to mainstream economic development activities, healthcare, education and social services. The program underscored the development of more targeted policies and affirmative actions based on evident-based data of the poor ranging from their access to land and other assets to providing socio-economic opportunities.

3.3.2. GMS Knowledge Network

In collaboration with GMS Secretariat of ADB, MI hosted an online Consultation Meeting to discuss with GMS Interim Steering Groups (ISG) members on the draft Concept Note on Establishment of the GMS Knowledge Network (GMS KN) on 18 February 2022. The GMS ISG members reviewed the collective comments made by each ISG member and formally agreed

on the readiness of the draft Concept Note for the GMS Senior Officials' further review and consideration. This meeting was attended by GMS ISG members, other representatives from Cambodia, the PRC, Lao PDR, Myanmar, Thailand, and Viet Nam, GMS Secretariat and MI.

The draft Concept Note was subsequently endorsed by the Senior Officials Meeting (SOM) during GMS SOM held via Zoom on 10 March 2022. The Meeting was chaired by Mme. Sisomboun Ounavong, GMS National Coordinator of Lao PDR, and co-chaired by Mr. Alfredo Perdiguero, Director, Regional Cooperation and Operations Coordination Division, Southeast Asia Department, ADB. The Meeting aimed to brief the Senior Officials and seek their comments and guidance on various initiatives including GMS KN to implement the strategic directions provided by the Leaders' during the 7th Leaders' Summit and the GMS-2030 and COVID-19 Response and Recovery Plan (COVID-19 Plan) they endorsed and adopted. The co-chair appreciated the great collaboration between MI and the GMS secretariat in coordinating and advancing this initiative. As a way forward, the GMS Secretariat and MI agreed to develop a Terms of Reference (TOR) addressing the following outstanding items related to the Concept Note. The meeting was attended by the GMS National Coordinators (NCs) and representatives from Cambodia, the PRC, Myanmar, Thailand, and Viet Nam, ADB, and MI.

On 30 June 2022, another GMS SOM's Meeting was held via videoconference to discuss the preparations for the 13th GMS Economic Corridors Forum in October and the 25th GMS Ministerial Conference (MC) in December. The meeting also provided updates on various initiatives for the GMS Ministers' consideration and endorsement or notation at the 25th GMS MC including the GMS Knowledge Network. The Meeting was, likewise, chaired by Mme. Sisomboun Ounavong, GMS National Coordinator of Lao PDR, and co-chaired by Mr. Alfredo Perdiguero, Director, Regional Cooperation and Operations Coordination Division, Southeast Asia Department, ADB. Attendees included the GMS National Coordinators (NCs) and representatives from Cambodia, the PRC, Myanmar, Thailand, and Viet Nam, ADB, and MI. As a result, the GMS Knowledge Network was endorsed by the SOM.

On October 21, 2022, the 1st Meeting of the GMS Knowledge Network Steering Committee (GMSKN SC) was organized by the GMS Secretariat and was attended by representatives from GMS countries, namely Cambodia, People's Republic of China, Lao PDR, Myanmar, Thailand, and Viet Nam, as well as the GMS Secretariat and the MI in its capacity as the regional coordinator.

There were two key agenda items. The first topic was the establishment of GMSKN as a regional knowledge center and a think tank to respond to the changing circumstances of the GMS, among them evolving demographics, impact of climate change and global pandemics, and development of high technologies. The meeting acknowledged the scope and the role that the GMSKN can play. Another key discussion focused on a stocktaking study to identify the priority themes, sectors, and emerging issues for knowledge generation and dissemination in the GMS. In principle, this study aims to define the thematic/sectoral priorities for the work of GMSKN. The findings will be used in drafting a 2-year work plan for the GMSKN with indicative activities. After a round of feedback sharing, comments were collected for further fine-tuning of the concept. It is expected that the ToR for the study will be around the end of the year.

On December 8, 2022, a GMS Ministerial Conference was held in Luang Prabang, Lao PDR. On the theme of “Accelerating Economic Recovery to Expand 30 Years of GMS Achievements Toward Inclusive and Sustainable Development”, the event brought together Ministers and Senior Officials of the six GMS countries, development partners, private sector representatives and other stakeholders in the first in-person ministerial conference since the COVID-19 pandemic outbreak. At this meeting, Mr. Suriyan Vichitlekarn, MI Executive Director, presented the concept of the GMSKN to the meeting.

3.3.3. GMS City Nodes Network

MI recognizes the role of key GMS cities in adopting regional economic integration measures and contribute to development of the subregion. Along this line, MI supports and stands ready to work with the GMS governors to advance the cooperation so that GMS cities could be a gateway for partnership and investment as well as serve as the light houses to share their experience to other cities. MI has developed this flagship program on GMS Cities Network to provide a platform of exchange among key GMS cities.

The GMS City Nodes Network activities are planned to be implemented in various identified locations in the GMS country namely Nanning and Kunming in P.R. China, Poipet and Bavet in Cambodia, Vientiane and Savannakhet in Lao PDR, Mandalay and Myawaddy in Myanmar, and Bangkok and Khon Kaen in Thailand, and Hanoi and Danang in Viet Nam. The initial activity will be the Khon Kaen City Forum in Khon Kaen province as the first identified target location on Enhancing Smart City Development for Business Cooperation and Integration. The forum will be a platform to promote and connect the city nodes among the GMS countries as to scale up its cooperation and integration in developing mechanisms for stronger synergy and holistic development which will facilitate the leadership and capacity development, promoting the Public-Private Partnership (PPP) along the Regional Economic Corridors (REC) in the GMS as well as sharing expertise, experiences and views in collaboration with other professional bodies to assist the Government in building the Smart Cities. The forum will open floor to receive support in-kind and in cash from all the national and local government officials and other stakeholders/beneficiaries from the private sector, civil societies, institutions, regional and national development partners, and prospective investors who are involved and interested in trade and investment opportunities in the identified city within and outside the GMS countries.

4. MI's Contribution to Broader GMS Cooperation Frameworks

4.1. Mekong-Korea Cooperation Fund (MKCF) Management

The Mekong-Korea Cooperation Fund (MKCF) is one of the cooperation mechanisms among the five Mekong countries (Cambodia, Lao PDR, Myanmar, Thailand, and Viet Nam) and the Republic of Korea (ROK). MKCF was established in 2013 to encourage and support cooperation among five CLMVT countries through an annual contribution from the ROK. The MKCF provides grants to support catalytic and innovative activities in the seven priority sectors: (a) Culture and Tourism, (b) Human Resources Development, (c) Agriculture and Rural Development, (d) Infrastructure (e) Information and Communication Technology, (f) Environment, and (g) Non-Traditional Security Challenges.

MI is assigned as the Fund Coordinator with the major responsibilities for coordination and implementation of the fund, including providing assistance in areas of project management, financial management, monitoring and evaluation, quality assurance of activities undertaken by the PIAs. For the period of January- November 2022, MI conducted the following activities:

- Coordinated ROK-ACMECS project initiation with the ACMECS secretariat at the Ministry of Foreign Affairs, Thailand.
- Organized projects' roundtable meeting with existing Project Implementing Agencies.
- Coordinated with the PIAs and prepared the materials for the projects launching.
- Processed the project agreements and administrative cost
- Developed of ROK-ACMECS Concept Note
- Reviewed and updated the MKCF Management Manual for the 6th Call
- Announced the 6th MKCF call for Expression of Interest (EOIs)
- Evaluated 112 EOIs of prospective fund recipients from CLMVT, ROK and International Organizations having operating Offices in Mekong countries and ROK.

Some of the key results achieved by the Project Implementing Agencies (PIAs) are summarized below under the prioritized sectors:

Sector 1: Human Resources Development

Project

1. Capacity Building Project on Development of Statistics (Myanmar)

Results

- Raised awareness of Law and Rules
- Organized Capacity Development Events
- Networks and partnerships facilitated among key stakeholders in the national and regional level

Sector 2: Agriculture and Rural Development

Project

1. Soil, Water and Nutrient Management (SWNM) for Increasing Farm Household Income in Drought Zones of the Lao PDR

2. Impact of Migration on Rural Development with Special Emphasis on Agriculture of Mon State, Myanmar

Results

- Research, assessments, and studies undertaken to inform project development, dialogue and consultations
- Organized Capacity Development Events
- Networks and partnerships facilitated among key stakeholders in the national and regional level
- Improved soil quality
- Increased agriculture productivity
- Increased farmer income

Sector 3: Infrastructure

Project

1. Capacity Building for Road Maintenance Methodology to Promote Sustainable Infrastructure in CLV Countries (Cambodia)

Results

- Research, assessments, and studies undertaken to inform project development, dialogue and consultations
- Database and Information management systems developed
- Networks and partnerships facilitated among key stakeholders in the national and regional level

Sector 4: Information and Communication Technology

Projects

1. Capacity Building and Institutional Strengthening for Logistics Monitoring and Evaluation Database Development in Cambodia, Lao PDR and Viet Nam (Cambodia)
2. Development of Regional Cooperation Project Monitoring Data Center (Lao PDR)

Results

- Research, assessments, and studies undertaken to inform project development, dialogue and consultations
- Organized Capacity Development Events
- Database and Information management systems developed
- Networks and partnerships facilitated among key stakeholders in the national and regional level

Sector 5: Environment

Projects

1. Guidelines and Certification for Green Buildings in Cambodia
2. Demonstration of Model Community Forests to Promote Community Forestry Development and Improve Livelihood of Local Community (Myanmar)

3. Capacity Building on Circular Economy, Resource and Energy Efficiency for Productivity and Sustainability of Cassava Chain to High Value Products: Cassava Root, Native Starch and Biogas in Mekong Countries (Thailand)
4. Water Data Utilization and Capacity Building in the Mekong Region (ROK)
5. Developing of Climate-related Disaster Hazard Zoning Map and Enhancing the Salinity Intrusion Monitoring Network in Can Tho City (Viet Nam)
6. Livelihood Development for Sustainable Forest Governance in Northern Laos
7. Enhancing Community and Small-scale Water Resource Management in the Mekong Region (Thailand)
8. Promotion of Innovative Rainwater for Drinking (RFD) System as a Sustainable Water Supply in Rural Health Care Facilities (HCFs) and/or Schools (ROK)

Results

- Research, assessments, and studies undertaken to inform project development, dialogue and consultations
- Organized capacity development events
- Networks and partnerships facilitated among key stakeholders in the national and regional level

Sector 6: Non-traditional Security Challenges

Projects

1. Sharing of Experiences, Best Practices and Lessons Learned in Controlling Covid-19 Outbreaks between ROK and Mekong countries (Thailand)
2. Master Plan Establishment and Capacity Building for the Modernization and Advancement of Hydro-meteorological Infrastructure at Mekong River Basin in Lao PDR

Results

- Research, assessments, and studies undertaken to inform project development, dialogue and consultations
- Organized Capacity Development Events
- Networks and partnerships facilitated among key stakeholders in the national and regional level.

4.2. Support in establishing ACMECS Interim Secretariat (AIS)

The Ministry of Foreign Affairs (MFA) of Thailand has discussed with MI regarding its contribution in establishing AIS, and MI has agreed to support the Mekong Cooperation Unit (MCU), MFA, with its expertise, experience, and network, in the establishment of the AIS, including in performing core functions of the AIS mandated by ACMECS Senior Officials. The key role of MI would be to support the establishment and execution of the AIS with the technical assistance being the back office of the MCU. The collaboration will be done under an MOU to be signed between MI and MFA and to be effective for three years from January 1, 2023, to December 31, 2025.

4.3. Develop the Implementation Plan of CLMV Development Framework:

MI developed the Implementation Plan for the Framework for CLMV Development. The plan identified relevant targets associated with the establishment of Advance Global Business Hub for CLMV to realize sustainable upper-middle income economy status by 2030. Specific actions were identified to improve connectivity through enablers such as institutional capacity, human capital, as well as sound and affordable utility services (namely electricity) to support key economic sectors with comparative advantage (i.e., agriculture and food, and tourism).

MI conducted four virtual National Consultation meetings in Cambodia, Lao PDR, Myanmar, and Viet Nam. Moreover, ten Regional Consultation meetings on Transportation and Facilitation, Logistic Hub, Tourism, Internet Backbones, Digital Readiness, Strong Legal Institutions, Access to Electricity, Agriculture and Food, Financial Services, and Competent Workforce were likewise held.

5. Institutional Strengthening

5.1. Key Activities³ and Results in 2022

5.1.1. Strategic Leadership and Management

5.1.1.a. Leadership:

I. Strengthened accountability and transparency among GMS member countries and MI

In proper implementation of the Strategic Plan 2021-2025 and achieving the expected results, MI Secretariat has adopted the Results-based management (RBM) approach in its operation. The Executive Director of MI conducted regular meetings with the SMT, Chairman of the Steering Committee, members of the Coordinating Agencies. Two Governing Board meeting were conducted focusing the implementing of MI strategies, policies, and procedures. MI continued to improve its reporting formats following RBM approach.

II. Strengthened management leadership in MI Secretariat initiatives and operations

The major decisions of MI were jointly undertaken with the consultations of SMT members via regular meetings. All decisions were immediately circulated to MI staff in a form of Executive Orders.

III. Established norms and values shared by MI stakeholders and Secretariat staff members towards “One MI”

The Executive Director organized bi-monthly meeting with all the MI staff, informed the progress of MI operations, discussed critical issues. MI has improved its corporate communication and working culture. Staff retreat and other activities were also organized.

5.1.1.b. Organizational Structure and Culture

³ Progress of detailed activities (as per plan of 2022) under Institutional Strengthening components is available in Annex 9.4.

I. Fully operationalized the new organizational structure and governance mechanism

MI has been following its new organizational structure 2021 and has recruited many of the necessary positions to complete the structure. It will be revisited during the mid-term review in 2023. MI governance mechanisms have been strengthened through SMT and GB consultations.

II. Increased consultations and joint decisions by SMT and Extended SMT members

Regular meetings were conducted among SMT members for the joint decisions. However, meeting with extended SMT members was not organized this year.

III. Increased communications, mutual sharing, and learning through participatory consultative processes across MI to foster deeper internal synergy and cooperation

In-house workshops were organized to promote mutual sharing and learning. Producing e-briefings, usage of MI websites, and implementation of cross-departmental projects has enhanced internal synergy and cooperation and improved the working mechanisms in MI.

5.1.1.c. Business Model

I. Increased number of programs/projects implemented by MI in a partnership approach

New partners were explored in 2022. Further exploration is being continued with Australia, England, and other technical development partners.

II. Increased and diversified products, services, and sources of fund to support MI's operations

Mekong Forum has been used as a platform to seek sources of fund. MI has been mandated to support the Ministry of Foreign Affairs (MFA), Thailand in the establishment and execution of the ACMECS Interim Secretariat (AIS). MI has acquired one-million-dollar support from the Mekong-Korea Cooperation Fund's (MKCF) for providing regional project management and monitoring support.

III. Increased annual contributions of GMS member countries

MI has explored the increased annual contribution from the GMS member countries. However, it has not been materialized yet and there has not been any decision from the member countries regarding this matter.

5.1.2. Greater Mekong Community Affairs

5.1.2.a. Monitoring, Evaluation and Learning

Key Activities Conducted in 2022:

I. Capacity Needs Assessment and Baseline Survey

In assistance with an international consultant, MI conducted a study for Capacity Need Assessment in the GMS and Baseline Survey for MI Strategic Plan 2021-2025 during January-March 2022. The study assessed the existing Institutional Capacity and Strengths of the

relevant MI stakeholders in the GMS member countries and MI Secretariat in delivering suitable capacity development programs as per MI Strategic Plan 2021-2025. The Needs of Capacity Development in the GMS for the expected four-level changes in Individual, Organizations, Sectors, and GMS as structured in the MI Capacity Development Model (MI-CDM) were identified in the study.

A mixed-method research approach was used for the study. Online quantitative survey was conducted using SurveyMonkey, where 41 valid responses were collected. Among the respondents, three were from Cambodia, one from P.R. China, seven from Lao PDR, five from Myanmar, five from Viet Nam, 18 from Thailand and the rest of the two participants were from other countries. 21 in-depth interviews were conducted by the consultant; one respondent was from Cambodia, one from Lao PDR, four from Myanmar, one from Viet Nam, and the rest of the 12 respondents were from Thailand.

A. Findings of the Capacity Needs Assessment:

Quantitative Capacity Assessment in Online Survey (Categorization and Scaling)

MI assessed the capacity of GMS stakeholders as well as MI's capacity to deliver the capacity development in four levels: Individual, Organizational, Sectoral and Country (Regional) levels, in the focus areas of MI's Regional Development themes and Cross-cutting hemes, following MI's new Capacity Development Model (see Annex 2). The following 7-point Likert Scale was used in assessing the capacity needs:

1=No capacity whatsoever, 2=Planning capacity, 3=Emerging capacity, 4=Developing capacity, 5=Good capacity (inputs and investments still required), 6=Proficient capacity (self-sustaining), and 7=Extremely high capacity (can provide capacity development to other stakeholders).

Table 2: Capacity Assessment on MI's Contribution to GMS Development

Capacity Development Areas for GMS Development	Individuals' Assessment on Current Level of Capacity				Individuals' Assessment on MI's Capacity to Deliver			
	Individual	Org.	Sectoral	Country	Individual	Org.	Sectoral	Country
Agricultural Development and Commercialization	4.07	4.41	4.58	4.48	5.00	5.13	5.26	4.95
Trade and Investment Facilitation	3.76	3.73	3.81	3.86	4.62	4.64	4.68	4.70
Sustainable Energy and Environment	3.74	3.86	3.95	3.88	4.67	4.33	4.33	4.43
Social Inclusion and Vulnerability	3.95	4.36	4.47	4.25	4.33	4.35	4.11	4.06
Labor Mobility	3.23	3.22	3.27	3.13	3.41	3.54	3.55	3.15
Digital Economy and Innovation	3.69	3.94	3.98	3.95	4.02	3.94	4.19	4.17
Average (out of 7)	3.74	3.92	4.01	3.93	4.34	4.32	4.35	4.24

The above quantitative data from the online survey reflects that the capacity of the respondents in all levels in MI focus areas are mostly 'Emerging (3)' to 'Developing (4)' capacities, whereas MI's capacity to deliver the needs falls from 'Emerging (3)' to 'Good' capacities. The detail report of the Capacity Needs Assessment identified and scored the current capacity of all focus areas under the main thematic areas. Targeting the gaps, MI should emphasize its capacity

development initiatives in the less developed areas. However, the data also reflects that in many areas MI still needs to strengthen its capacity for delivering better capacity development to its stakeholders and achieving greater results.

Table 3: Capacity Assessment on Institutional Strengthening

Capacity Development Areas for Institutional Strengthening	Individuals' Assessment on Institutional Strengthening	
	Individual	Organization
1. Clear Vision, Mission, Values, Strategic Planning, and Results-Oriented Action Plan	4.90	4.87
2. Systems, Administration, and Standard Operating Procedures	4.45	4.40
3. Leadership Development, Leadership & Management Skills, Team Development & Building	5.00	4.61
4. Budgeting, Fundraising, Income, Financial Management, Accountability, and Audits	4.18	4.32
5. Core Technical Skills required for GMS Development at Individual and Organizational Level	4.17	4.32
6. Marketing, Communications, IT, General Services	3.97	4.17
7. Monitoring, Evaluation, Research, and Learning	4.30	4.26
8. Oversight, Board, and Board Development	3.93	4.10
9. Policy and advocacy within given technical specifications	4.14	4.23
Average (out of 7)	4.34	4.36

The Institutional Capacity was assessed in terms of individuals and organizations' existing capacity in the most critical aspects. The data shows that the institutions of GMS stakeholders, including MI Secretariat, mostly fall from 'Emerging (3)' to 'Good (5)' capacities. Among the low scoring areas, two areas were marked significantly low, which are i) Marketing, Communications, IT, and General Services and ii) Oversight, Board, and Board Development.

Qualitative Findings from the Open-ended Questions of Online Survey:

- **GMS is a VERY broad 'category' for analysis!**

The GMS is a large geographical space with different cultures, histories, political ideologies, and affinities, that results in a dramatically wide difference in the level of 'development' and consequently a significant challenge to simply identify what the gaps are and where they are located.

- **GMS needs are not balanced**

GMS stakeholders perceive and observe a lack of integration and balance across the region.

- **Human and Institutional Gaps are priority**

At the institutional and programmatic level, need is focused on leadership, management, and non-technical capacity (but also include it).

- **Digital Technology Issues are increasingly important to stakeholders**

A very high proportion of respondents noted digital and technological advances as an area of urgent capacity need and development.

- **Research and Academics**

There is a great need for integrated research on GMS needs. This flows from greater development of partnership level integrations and learning.

The specific areas of findings for the study are:

a. Lack of GMS Integration:

Without a greater degree of strategically developed integration and collaboration with existing regional and country stakeholders no harmonization is fully possible.

One respondent mentioned “we need to understand the key areas and development progresses in various GMS related cooperation frameworks [because] there is a lack of consolidated information and platform for synergies and cooperation.”

b. Collaboration:

Lack of collaboration, cooperation, and networking with GMS-related frameworks, development partners and the regional institutions/organizations appeared to be a significant gap in affecting stakeholders’ capacity to deliver the GMS development priorities.

c. Lack of Technical Proficiency:

Respondents lack technical proficiency on human resources regarding their fields of engagement in GMS development. This includes the human capacity building and training foundation right through to the systemic and institutional frameworks that allow human resources to effectively build organizations and institutions that have an effect.

d. Lack of Digital Connectivity and Utilization:

Respondents emphasized the lack of application and utilization of modern ICT, 4.0 IR, digital connectivity, smart technologies, digital platforms, biotechnology and biodiversity in agricultural management to infrastructural development, and other technologies and applications.

e. MI’s Existing Modality:

- Respondents expressed their satisfaction and gratitude towards MI for its strong contribution in human capacity-building interventions among mid-tier government, educational, commercial and third sector executive leaders over 25 years.
- While these trainings work, respondents look for the new modalities that have been accelerated because of COVID-19 to include remote, hybrid, Virtual reality (VR) and Augmented Reality (AR) builds.
- There are global opportunities which provide online world class training and certification that MI does not. These opportunities do potentially challenge MI’s approach and render current modalities obsolete.

Recommendations of the Capacity Needs Assessment:

The overall recommendations for MI from the respondents of the Capacity Needs Assessment are:

I. GMS Integration:

MI should focus on addressing the gaps and priorities for developing regional capacity at a more integrated level. Besides, MI should focus on developing more consistent and systematized knowledge sharing platforms for all its thematic areas and cross thematic areas of interventions so that stakeholders and partners have access to comprehensive knowledge, learning and outcomes – this of course includes the various institutional components.

II. Collaboration:

MI should focus on networking and collaborative efforts for stakeholders to be increasingly exposed to regional frameworks, networks, institutions, organizations, and governmental partners to work at leveling the power distance between micro, meso, and macro development partners in the GMS.

III. Technical Proficiency:

MI should focus on developing capacities targeting English language proficiency as well as key 'system-level' competencies such as development of digital system, monitoring and evaluation system and resource mobilization.

IV. Digital Connectivity and Utilization:

MI should provide greater focus on the role of technology in their focused thematic areas utilizing artificial intelligence, machine learning, blockchain management and administration of issues like trade logistics, three-dimensional printing, the internet of things, bio and nanotechnology, and genetic engineering of agricultural produce.

V. MI's Existing Modality:

MI should further develop its training's follow-up process and work on a more intentional framework of developing interventions that translate to concrete impact for beneficiaries. Several respondents suggested greater collaboration and joint work planning between their association or research institute with MI. These requests were quite direct and demonstrated a clear engagement of MI for its reputation and connections into the GMS to leverage each respective entities technical proficiencies in the GMS region.

II. Developed Templates and Tools to Operationalize Results-Based management (RBM) System in MI

MI developed an integrated template for Annual Workplan using Google platform, which connects all the activities with the indicators and results statements of the Logical Framework matrix.

The structure of the annual performance report and annual work plan and budget report has been improved significantly following RBM approach. The new templates aimed to guide MI staff to link their activities with the results and understand the broad perspective of their conducted activities.

III. In-House Workshop on Finalizing the Implementing Instruments of MI Strategic Plan 2021-2025:

An in-house workshop was organized in June 6-7, 2022, to get a common understanding among all MI staff on MI's new direction until 2025 and to be familiar with all the essential instruments required for optimum implementation of MI Strategic Plan 2021-2025. 25 out of selected 29 staff participated in the workshop. MI's Capacity Development Model (CDM) was explained in the workshop to adopt it in MI program implementation. The findings and recommendations of Capacity Needs Assessment and Baseline Survey on MI Strategic Plan were shared in the workshop.

IV. Annual Staff Survey 2022

MI conducted the Annual Staff Survey creating opportunities for all staff to express their perception and satisfaction with MI's working environment, leadership, teamwork, culture, and facilities. MI staff rated the performance of key areas guided by the strategic plan for the year 2022. They also have provided objective feedback and comments for areas where they felt improvement or changes are needed. The survey was made completely anonymous to express the exact opinions of the staff in. MI will use the information provided for organizational development.

V. Annual Performance Review and Planning Workshop

MI conducted the annual workshop from 15 to 16 November 2022 which around 40 MI staff participated. The workshop focused on sharing the results of Annual Staff Survey 2022 and reflecting on the findings and recommendations, reviewing MI's annual performance of 2022 and MI's annual work plan and budget for 2023, and finalizing reports to be submitted to the GB meeting. An interactive dashboard was used to identify the gaps of the annual workplan, and performance reports and guidance was provided to the MI staff to complete the reports.

VI. Initiatives to develop research/academic collaboration with Khon Kaen University International College (KKUIC) and MI:

Two preliminary meetings were conducted between KKUIC and MEL Unit to discuss on the possible collaborations with the college and to conduct capacity development/research activities involving MI staff and KKUIC students/teachers. The collaborative research initiatives would help MI to generate academic research papers and evidence for policy advocacy, which is one of the implementing strategies of MI. A formal meeting was held on 12 July 2022 between KKUIC, and MI. Both parties have agreed to proceed for signing an MoU for the collaborative efforts.

VII. Establishing Joint Monitoring Committee

MI is in transition toward Results-Based Management (RBM). As part of this aim, MI Secretariat realizes that without working with the focal agencies and key experts on monitoring and evaluation of its member countries, the secretariat alone cannot achieve its broader goal of the capacity development of GMS member countries. Hence, the concept of the Joint Monitoring Committee has been incorporated into the MI's Monitoring, Evaluation and Learning Strategy. The committee will be comprised of the MI Steering Committee members, Coordinating Agencies, and the Secretariat. The concept was initially discussed with the members of Coordinating Agencies (CAs) in June 2022 and later proposed in the 1st Governing Board Meeting in July 2022. The board recognizes the importance of the committee and asked MI Secretariat to clarify the roles of different levels' stakeholders.

Key Results Achieved in 2022

I. Developed and operationalized transparent and accountable Results-Based Management (RBM) system

MI Secretariat has revised its Logical Frameworks for MI's Contribution to the GMS Development and Institutional Strengthening of the GMS member countries and the Secretariat based on the findings of the Capacity Needs Assessment study.

The templates of Annual Performance Report 2022, Annual Work Plan 2023 (Google sheet), and the Annual Work Plan Report 2023 have been used for the reporting documents to the second Governing Board meeting of MI. The templates follow the RBM principles and helped MI staff to connect their department/unit's activities with the expected results. This has been the first attempt of holistic reporting on RBM system in MI following the Results Frameworks and Logical frameworks of the Strategic Plan 2021-2025.

II. Enhanced capacity of staff on MI's Results-Based Management (RBM) system

MI staff reviewed the MI Logical Frameworks and set yearly targets until 2025, although the program targets were not completed, and the baseline of some indicators were not established. MI staff also revised MI Annual Work 2022 focusing the MI Capacity development Model and the Results Framework.

iii. Fostered culture of collaboration, learning and adaptation in MI

The in-house workshop held in June 2022 fostered the learning culture of MI through understanding together the MI Results Framework, Logical Frameworks and Capacity Development Model and linking them with the activities of 2022 planned under the departments/units of MI.

III. Enhanced capacity of GMS member countries/development partners on Results-Based Management (RBM)

Previously, it was expected that the Joint Monitoring Committee will be established by August 2022, and the capacity building of the key M&E focal agencies would take place in the second half of the year. However, as per suggestion of the MI Governing Board, MI is in process of

finalizing the roles and responsibilities of the committee members, especially agencies/individuals from the different levels of the ministries and departments of the six-member countries. Based on the approval of the board members in December 2022, the establishment of the joint monitoring committee, the capacity building of the relevant stakeholders will happen from the beginning of 2023.

IV. Increased collaboration with GMS M&E focal, and academic/research institutions for monitoring, evaluation, research, and learning

The MoU for the collaboration between KKUIC and MI has been finalized with the input from both institutes and the date of the signing ceremony is yet to be finalized. The collaboration will focus on the following activities:

- a. Internship and Cooperative Education of KKUIC's students at MI.
- b. Research collaboration in the areas of mutual interest.
- c. Exchange of academic materials, research reports, information, and networks which are made available by both Parties.
- d. Cooperative symposia, seminars, forums, workshops, trainings, conferences, and policy
- e. Any other relevant activities mutually agreed upon by both Parties.

5.1.2.b. Communications and Knowledge Management

Key Activities Conducted in 2022:

To broaden public and internal awareness and understanding of MI's expanded portfolio of services, increase impact visibility of MI's capacity development, research advocacy, and advisory services, and enhance support in wider GMS stakeholder engagement and collaboration, various publications such as the monthly E-Briefing, 2021 Annual Report, videos and corporate brochures, flyers, roll-ups, mascots have been developed or in the process of being finalized. Each PR material targets various audiences with different key messages and channels for dissemination and distribution.

To maintain the smooth functionality of online platforms (i.e., front end design update, security and debugging maintenance) and daily operation of the unit, subscriptions of photo stock and Photo Platform, Flickr account, Video block have been renewed. Also, an external graphic designer has been hired to design various PR materials (interactive and animated PPT, GMS mascot and customized icons) for the Mekong Forum. Also, new equipment related to video production, photo taking and PR-related have been purchased for internal use. The aim is to broaden public and internal awareness and understanding of MI's expanded portfolio of services, increase impact visibility of MI's capacity development, research advocacy, and advisory services, and enhance support in wider GMS stakeholder engagement and collaboration through appropriate tools, channels, and platforms.

To enhance support in wider GMS stakeholder engagement and collaboration, various strategic meetings were held where CKM Unit provided support in the organization of the meeting and

PR material development. The events include namely Development Partners' Meeting, Mekong Forum 2022, among other bilateral meetings or events.

In August 2022, MI has also expanded its services by being a sub-contractor of the ASEAN-German Cooperation Project, "Promotion of Sustainable Agricultural Value Chain in ASEAN" (ASEAN AgriTrade), implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the ASEAN Secretariat (ASEC) and the ASEAN Member States (AMS) at the regional/ASEAN level, and at the national level in Cambodia, Lao PDR, Myanmar, and Viet Nam (CLMV) as the focus countries. Besides institutional and operational support, communication supports (e.g., articles on CRN's website and social media platforms, update e-mails to members etc.) are provided as part of the work packages.

Key Results Achieved in 2022:

I. Broadened public and internal awareness and understanding of MI's expanded portfolio of services

- Updated MI website and social media regularly and maintain the standard of the content and visuals (187).
- Produced MI and project collaterals (e.g., fact sheet (6), roll-ups (15), VDOs (15)).
- Produced monthly E-briefing (12) and Annual Report (1) as well as other GMS publications (2).

II. Increased impact visibility of MI's capacity development, research advocacy, and advisory services

- Increased website visitors (21,781) and social media followers (Facebook 1,735, Twitter 94, LinkedIn 1,362) by referral traffic, the use of SEO, hashtags and targeted content

III. Enhanced support in wider GMS stakeholder engagement and collaboration through appropriate tools, channels, and platforms

- Supported in event organization (4).
- Supported and/ or took lead in overseeing the development of report, publications, PR materials, etc.
- Regularly updated MI website and social media accounts (Facebook 202, Twitter 197, LinkedIn 170) and maintained MI Alumni Database (563) and E-learning platform for enhanced outreach.

IV. Fostered engagement of GMS stakeholders and MI staff for effective knowledge building and sharing

- Developed, implemented, and reviewed communication strategy (ongoing).
- Optimized existing platforms and explore other platforms or digital content for enhanced engagement and effective knowledge sharing:

- Number of websites visitors (21,781)
 - Number of people reached by Facebook posts (435,233)
 - Number of Facebook viewers engaged (39,538)
 - Number of people reached by Twitter posts (29,142)
 - Number of Twitter viewers engaged (9,889)
 - Number of LinkedIn page views (3,700)
- Organized one internal knowledge sharing workshop or activity (1).

5.1.3. Finance and Operations

Key Activities Conducted in 2022

I. General Activities

- Supported in staffing, administration, and financial reports
- Reviewed the annual budget for 2022 to ensure that MI always get a positive result. Some funding gap was informed and addressed by concerned program departments and SMT.
- Advised SMT members to deal with projects' underspending, which helped MI reach the targeted revenue in 2022
- Developed and updated multi-year budget for 2022 to 2025 which has been very useful for the SMT to know the budget gap in advance of each coming year
- Prepared 3 years' work plan and budget (2023-2025) and a MoU for supporting the establishment of ACMECS Interim Secretariat under the Mekong Cooperation Unit, Ministry of Foreign Affairs, Thailand

II. Updated and operationalized MI Operational Manual

- Developed the Term of Reference for e-office system for MI. However, MI could not hire a consultant to develop this system due to very high cost.
- Developed the Term of Reference for revising the Operations Manual, but not a suitable consultant was found after several advertisements. This activity will be carried forward to 2023.
- Maintained daily smooth operations, several internal guidelines and procedures were developed and updated through the Executive Orders

III. Increased burn rate of the projects' budget against approved budget both MI and PIA

- Reviewed monthly MI financial report and provided recommendations to improve the projects' burn rate

- Identified and presented in the SMT meeting the projects that did not achieve their burn rate as per plan; the key actions were identified and undertaken by the concerned program departments

Key Results Achieved in 2022

I. Updated and operationalized MI Operational Manual

MI Operations Manual is still valid to follow and implement until next year. After the mid-term review, MI Operations Manual also will be updated and revised according to the new context.

II. Increased burn rate of the projects' budget against approved budget both MI and Project Implementation Agencies (PIA)

- MI burn rate was 78% as of October 31, 2022 and expected to reach more than 90% by the end of December 2022.
- PIA burn rate was 51% as of October 31, 2022 which was more than the plan. MI reviewed and advised PIA to address several issues and spend their budget according to work-plan and budget plan.

5.1.3.a. Financial Management

3. Key Activities Conducted in 2022

I. Improved financial liquidity of MI throughout the year

MI regularly completed routine tasks to achieve goals, i.e., processing receipts and payments, including accounting records, preparing financial reports to provide information to SMT, etc. The finance unit prepared a cash flow statement for SMT every quarter and constantly monitored it to ensure that the organization has good financial liquidity.

II. Developed and operationalized organization- wide effective and efficient financial and accounting system

In terms of document management, MI has uploaded electronic copies of all relevant documents to support auditing. MI organized an in-house training to provide basic financial knowledge to MI staff according to the plan. In terms of system development, MI has explored new accounting software to improve the system. However, in 2022 MI continued AppSheet-based accounting software.

III. Minimized the risks of financial management for MI

MI ensured that all payment vouchers with supporting documents were corrected and compliant with MI Operations Manual and Donors' requirements. External auditors conducted the annual audit of MI, and there were no material findings and issues.

Performance of MI' Financial Management in 2022

A. Consolidated Statement of Financial Status (January 1 – October 31, 2022)

MI's current total assets amount to US\$9,855,319. The cash and cash equivalent amount are US\$8,309,842, while other current assets are at US\$433,488, with the net value of fixed assets being US\$1,112,030.

MI has total liabilities of US\$7,885,990, including unearned revenue from GMS countries' contributions of US\$50,428. The total equity is US\$1,969,330, which increased by 10.3% compared to December 31, 2021

Table 4: Summary Statement of Financial Status (as of October 2022)

Asset	Amount (in USD)	Percentage
Cash and Cash Equivalent	8,309,842	84.3%
Other Current Assets	433,488	4.4%
Fixed Assets	1,112,030	11.3%
Total of Assets	9,855,319	100.0%
Liability and Equity		
Current Liability	168,162	1.7%
Unearned Revenue (GMS Country)	50,428	0.5%
Grant Advance Received	7,667,399	77.8%
Total Liability	7,885,990	80.0%
Equity	1,969,330	20.0%
Total of Liability and Equity	9,855,319	100.0%

MI's total revenue was US\$2,506,246, achieving 77.7% of the forecasting of 2022 as of October 31, 2022. This includes total revenue from long-term projects (US\$1,361,757), short-term projects (US\$509,139), customized activities (US\$184,106), GMS countries' contributions (US\$425,136), and other revenues (US\$26,110).

On the other hand, total MI expenses amounted to US\$2,321,736, covering expenses from project and program delivery (US\$1,613,343) and operation expenses (US\$639,945). Non-cash operation expenses (US\$68,447). MI recorded net earnings of US\$184,512 as of October 31, 2022, and MI earns US\$282,959 excluded non-cash expenses.

Table 5: Summary of Statement of Revenue and Expenses (as of October 31, 2022)

Revenue	Amount	Percentage
Long-Term Projects	1,361,757	54.3%
Short-Term Projects	509,139	20.3%
Customized Activities	184,106	7.3%
Total Project Revenue	2,055,002	82.0%
GMS Countries' Contributions	425,136	17.0%
Other Revenues	26,110	1.0%
Total Revenue	2,506,246	100.0%
Expenses	Amount	Percentage
Project/Program Delivery	1,142,701	52.3%
Program Administration	433,997	19.9%

Revenue	Amount	Percentage
Business Development	36,646	1.7%
Total Project Expenses	1,613,343	73.8%
Total Operation Expenses	639,945	29.3%
Total Expenses before non-cash operation	2,253,289	103.1%
Earnings (Deficit) before non-cash expenses	282,959	11.6%
Non-cash expenses	68,447	3.1%
Total Expenses	2,321,736	100.0%
Earnings (Deficit) after non-cash expenses	184,512	7.4%*

*The Percentage of earnings is compared with Total Income

As of November 2022, GMS countries' contributions amounted to US\$503,898 from Cambodia, China, Lao PDR, Myanmar, Thailand, and Viet Nam.

Table 6: Fund Received as Annual Contribution from the GMS Countries in 2022

GMS Country	Contribution	Receiving Month
Cambodia	20,000	May
P.R. China	150,000	November
Lao PDR	20,000	March
Myanmar	20,000	August
Thailand	273,898	August
Viet Nam	20,000	May
Total	503,898	

B. Fund Disbursement to Project Implementation Agency (PIA) under MKCF

MI supported several PIAs providing the orientation of the donors' requirements; reviewing and checking the project budget compliances, the financial report with proper supporting documents to comply with MI and the development partners' rules and regulations; and monitoring the partners' cash flow and disbursed funds in time. MI provided handholding through monitoring visit and online orientation; and provided opportunities to approach MI any point of time for any suggestion required by PIAs. MI disbursed a total of USD 1,303,119 to the PIAs.

5.1.3.b. Human Resources Management

Key Activities and Results in 2022

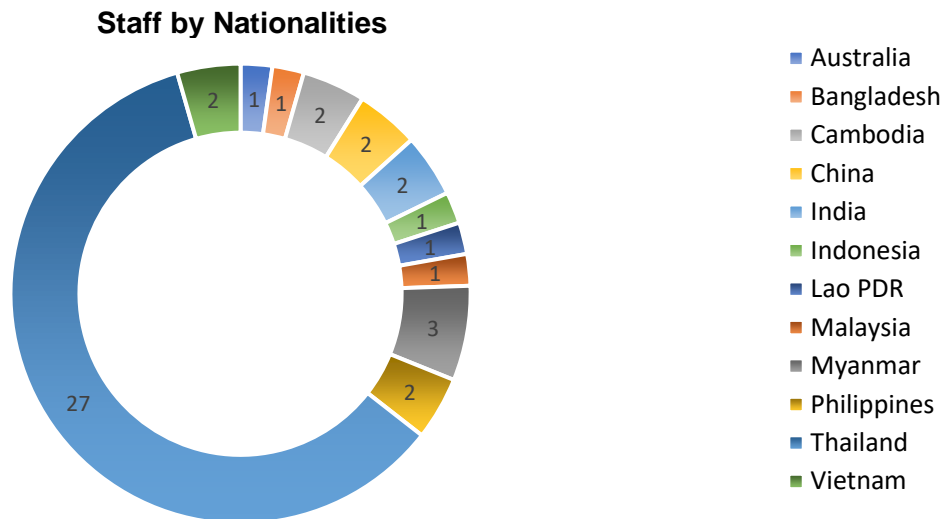
I. Strengthened and transparent recruitment strategies and procedures

All concerned department heads were satisfied on the recruitment process which ensured the representation of the key personnel from the specific department and other departments in the recruitment committee. All committee members discussed and agreed in all stages of the recruitment process.

- Following MI Policy, the HR always emphasized the recruitment of diversified staff based on the principles of non-discrimination, equal treatment, and opportunity in all aspects of employment, irrespective of race, religion, ethnicity, gender, age or national origin.
- In 2022, MI has recruited various positions listed in the table below:

Table 7: List of New Staff Joined in MI in 2022

Name	Position	Date of Joining	Country
Regular Staff			
Mr. Eisen Bernard V. Bernardo	CKM Manager	January 1, 2022	Philippines
Ms. Lal Fakmawii	Program Coordinator	March 1, 2022	Myanmar
Mr. Khin Muang Cho	Communications Officer	April 1, 2022	Myanmar
Ms. Wasana Laochai	Executive Secretary	April 18, 2022	Thailand
Mr. Tanadech Sriwanchai	Project Operations Support Assistant	May 5, 2022	Thailand
Mr. Julian Latimer Clarke	Program Specialist	July 18, 2022	Australia
Ms. Anusara Tanpitak	CKM Manager	August 1, 2022	Thailand
Mr. Ashutosh Kumar Jha	Project Finance Coordinator	August 1, 2022	India
Ms. Chawanit Manyasi	IT Support Officer	August 29, 2022	Thailand
Ms. Le Hong Nhung	MEL Officer	October 17, 2022	Viet Nam
Temporary Staff			
Mr. Chakdao Sudsanguan	Program Facilitator	May 2, 2022	Thailand
Ms. Vanthone Syaphone	Program Officer on secondment	June 13, 2022	Thailand
Ms. Ratchaphon Tansura	IT Assistant	August 29, 2022	Thailand
Ms Kademanee Suthum	Administration Assistant - Receptionist	September 1, 2022	Thailand



Among the total 45 MI staff, 40% are male and 60% are female from 12 nationalities. All the GMS member countries are represented among the staff in 2022.

II. Enhanced capacity of staff for better productivity and performance

MI supported staff to join both onsite and online training/workshop. 100% of new staff were oriented on MI policies, strategies and procedures (including operation, finance, procurement, general services, CKM, PRM, and MEL). 15% of staff attended capacity-building activities financed or supported by MI.

The staff joined in several capacity-building activities as following:

- Two HR Officers, HR Unit, Finance and Operations Department attended training on “Standard PDPA (Personal Data Protection Act)” organized by PTC (Professional Training and Consultancy), Bangkok, Thailand on February 5, 2022.
- Three staff, who are PRM Manager, General Service Supervisor, and Human Resource Officer attended a 1-day workshop on the protocol of welcoming foreign delegates at Rachawadee Hotel, Khon Kaen on March 28, 2022.
- One Program Officer from SEE Department, attended an online training on “Innovation & Transformation in Financial Services” for two months starting from May 16, 2022, organized by the National University of Singapore (NUS) Business School.
- HR Officer, Finance & Operations Department attended an online training on "Mini Master in HR Management" from August 16 to September 3, 2022, organized by the Faculty of Economics, Chulalongkorn University.
- Finance Manager, Finance & Operations Department attended training on "Chief of Finance Officer (CFO) 2022" from August 18-19 and August 25-26, 2022, organized by Dharmniti Seminar and Training Company Limited.

III. Increased recognition, standard salary, incentives, and other benefits for staff in delivering the optimum outputs and services in greater satisfaction

MI provided the salary and other benefits on time. In January, MI provided an annual increase of salary based on the staff annual performance appraisal. MI staff's mid-term performance appraisal was conducted in July 2022 involving supervisors and supervisees who meet and discuss the achievements and challenges of the last six months and then both agreed on the remaining six months of 2022.

MI created a Long Service Reward program to recognize the long-term contribution (5 years or more) by the employees. 22 staff were recognized and rewarded in 2022. MI has revised and announced the guideline of Career Progression Framework (CPF) for encouraging and promoting the staff to Senior Positions. More than 80% of staff rated their satisfaction level on recognition, salary, incentives, and benefit packages.

IV. Enhanced working environment for staff towards diversified, inclusive, multi-cultural, and positive working environment

85% of staff continued working with MI for more than a year due to MI's good working environment and learning culture. 9% of staff left MI (disaggregated by voluntary and involuntary turnover) in 2022, mostly after getting a new job. After obtaining working experience in MI, many staff joined in ASEAN Secretariat, UN, and other national/international organizations. 85% of staff reported having higher level of satisfaction on the overall working environment of MI.

All staff were vaccinated for covid-19 virus, including the housekeepers, following the requirement of Thai government. MI has clear Standard Operation Procurement and Internal Guidelines and Measures on COVID-19 issued through Executive Order.

5.1.3.c. General Services Management

Key Activities and Results in 2022

I. Enhanced general services for MI participants, visitors, and staff

Cleanliness of MI premises:

MI premises were regularly cleaned and disinfected to be secured from covid-19 viruses; it was ensured that no high-risk staff or other people visited the premises.

Transportation services:

A total of 473 rounds of transportation services were provided to MI, including 29 rounds of VIP support, 281 rounds for MI duties, 163 rounds for the courses (including rental van), and MI staff. MI maintained a good condition of the vehicles for safe driving and made them ready to use at all time.

Conference rooms support:

MI organized 354 events in its conference rooms, including 126 online meetings, 141 onsite meetings, 22 onsite training, 5 hybrid training, 21 hybrid meetings, 4 online webinars 2 online workshops, and 33 online training.

II. Ensured efficient operation and optimum use of MI assets and equipment

MI managed its assets following the asset database. MI conducted items' routine maintenance for its two premises and belongings in 2022. MI's in-house technician provided several repair and maintenance support as per the request of MI staff and reduced the maintenance cost.

III. Increased safety and security of people and assets in MI

No unsafe and unsecured events occurred in MI in 2022, safety and security assured for people and assets in MI building. MI's security guards provided 24 hours a day and 7 days a week support. MI asset was prepared and counted twice in a year and there was no loss of items found.

5.1.3.d. IT Services Management

Key Activities Conducted in 2022

I. Developed and operationalized an efficient IT infrastructure for MI

MI continued IT and online facility upgrading of IT program software such as Zoom and Google Workspace. In addition, MI purchased laptops to replace the old and broken computers on time and on workable.

II. Improved IT services provided to MI staff and outside users both internal and external events

IT staff supported the program departments in conducting training and workshop smoothly and effectively both in Thailand and abroad (total three events in Cambodia, Lao PDR and Viet Nam) successfully.

III. Ensured smooth operation and maintenance of computers and IT equipment

MI enhanced its IT capability to support online meetings, training, webinar, and forum. MI supported 354 online, onsite and hybrid activities from January to October 2022. IT personnel enriched their ability to organize online events and planned to prevent any unforeseen hiccups. Besides, IT equipment was repaired/maintained to extend their lifetimes. Most of MI staff reported their satisfaction on the maintenance and support from IT personnel of MI.

5.1.3.e. Procurement Services Management

Key Activities and Results in 2022

I. Effectively managed the procurement of goods and services for MI

The procurement unit has helped MI to procure goods and services under Special Service Agreement (SSA). In 2022, MI purchased office supplies, goods/services with 561 purchase requests and 132 purchase orders. Besides MI hired 49 consultants and resource persons to support its program activities. MI successfully negotiated with its vendors and reduced its procurement cost for copying machines and internet services significantly. Moreover, the revised procurement guideline for hiring the Resource Person and consultant was updated and approved by Senior Management Team. 100% of procurements were completed in expected

time and quality both for goods and services. Besides MI has signed 24 long-term agreements with quality suppliers.

II. Developed and operationalized suitable procurement software to record and track the procure- to-pay (P2P) process to achieve end-to-end (E2E) integration

No procurement software was developed or purchased yet. A database with several consultants and resource persons has been created and updated in the Appsheet platform where the consultant and resource persons can access and update their profile having confidence on security of their personal information. This database helped MI staff to find their required consultants or resource persons for their training courses, activities, and studies because the database had been categorized into areas of expertise.

6. Challenges Faced in 2022

Participant recruitment: MI faced difficulties in finding appropriate participants in some training programs, especially participants from Cambodia, Lao PDR, Myanmar, and Viet Nam. For Lao PDR, not many participants applied for the courses because of having very few SMEs who are ready to apply. For Myanmar, due to the political situation, a lot of appropriate participants could not obtain/renew their passport, and some participants who used to work in the government have difficulty getting out of the country. Besides, without the help of CAs from Cambodia and Viet Nam, it is difficult to recruit the right participants, especially the new focus areas of different projects.

Recruitment of technical experts for short-term assignments: As the program work gets more diversified, there is a need to hire experts for short-term engagement. However, expertise in some areas is of short supply especially if the search is confined in the Mekong or ASEAN region. The current MI rate for professional fees sometimes could not afford international experts.

Lack of technical specialist: SEE department has diverse core development areas, yet the department lacks the experienced technical staff (for instance, in areas of climate change, natural resource management, green economy). These days, the grant requires proposals with more inter-disciplinary and multi-disciplinary focus and approach (such as greening trade, climate actions for women in agriculture), it needs more experienced staff who could produce them in a more substantive manner to secure funding from non-traditional partners. Furthermore, lack of experienced staff also weakened in providing technical assistance to the participants in the project implementation.

Lack of budget for outcome monitoring at country level: Most of MI projects do not have sufficient budget to develop and implement outcome monitoring system at the level of GMS countries. MI continues with lack of suitable monitoring mechanisms for the projects that can capture and generate evidence on medium- and long-term results contributed by MI. Hence, MI lacks the ability to claim higher level results for its contribution to the GMS.

Very few long-term projects: Most of the MI's current projects are one-off activities and short-term projects; hence it is difficult for MI to generate higher level results, i.e., outcomes and impacts. Short-term activities rarely generate medium- or long-term results.

Less participants in online events: Online capacity-building events seemed to be less effective than onsite training, less attractive to participants, or with lower attendance.

7. Lessons Learned

- Projects need be structured in accordance with MI financial cycle to avoid end-of-year bunching.
- In-house expertise needs to backstop outsourced consulting works.
- The life cycle of long-term projects with large budgets provides better alignment to the expertise and financial contingencies of the department.
- MI needs to be aware of the new policies/regulations when organizing activities in GMS countries.
- Budget for interpretation and translation services is required for proper implementation of activities.
- Learning and growth is important to keep abreast with the evolving discourse in development issues in the region.
- It is critical to build a reliable resource pool to secure the resource persons as the project faces uncertainty in implementation period.

8. Recommendations

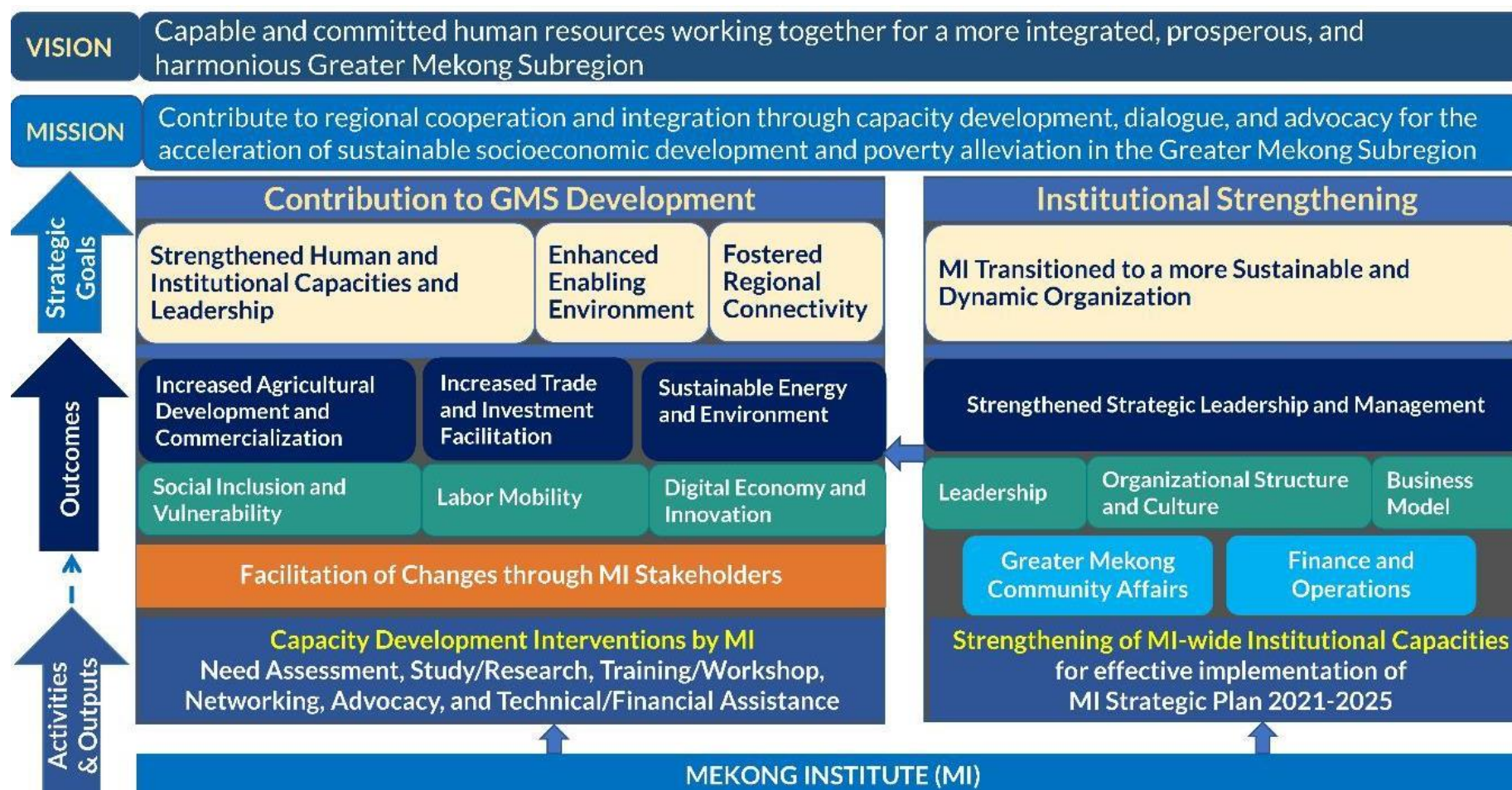
- Donors should be encouraged to treat capacity building as a medium-term program rather than a series of individual activities. Moreover, outcome monitoring budget should be included within project budget to capture higher level results.
- MI requires better design of capacity development programs; hence it is important for the organization to upgrade knowledge and skills of the existing staff.
- MI needs to devise new mechanisms to recruit participants and a more active engagement of our CAs might be sought and seriously pursued. Rather than using informal alumni networks by MI, CAs might link MI to the relevant ministries as well as help to reach out to the participants through well-known social media from the countries.
- To facilitate engagement of more GMS personnel and improved outreach, MI Secondment program can be expanded to the relevant ministries and agencies.
- The current MI rate for professional fees needs to be reviewed and should allow flexibility against experience, skills, qualifications, and nature of assignment.
- Streamlining recruitment of consultants and an improvement in procurement procedures is suggested to support the realization of program department goals and tasks and to

address the human resources needs of the current Strategic Plan. A wealth of examples is available online which can be studied and adapted to MI's operation.

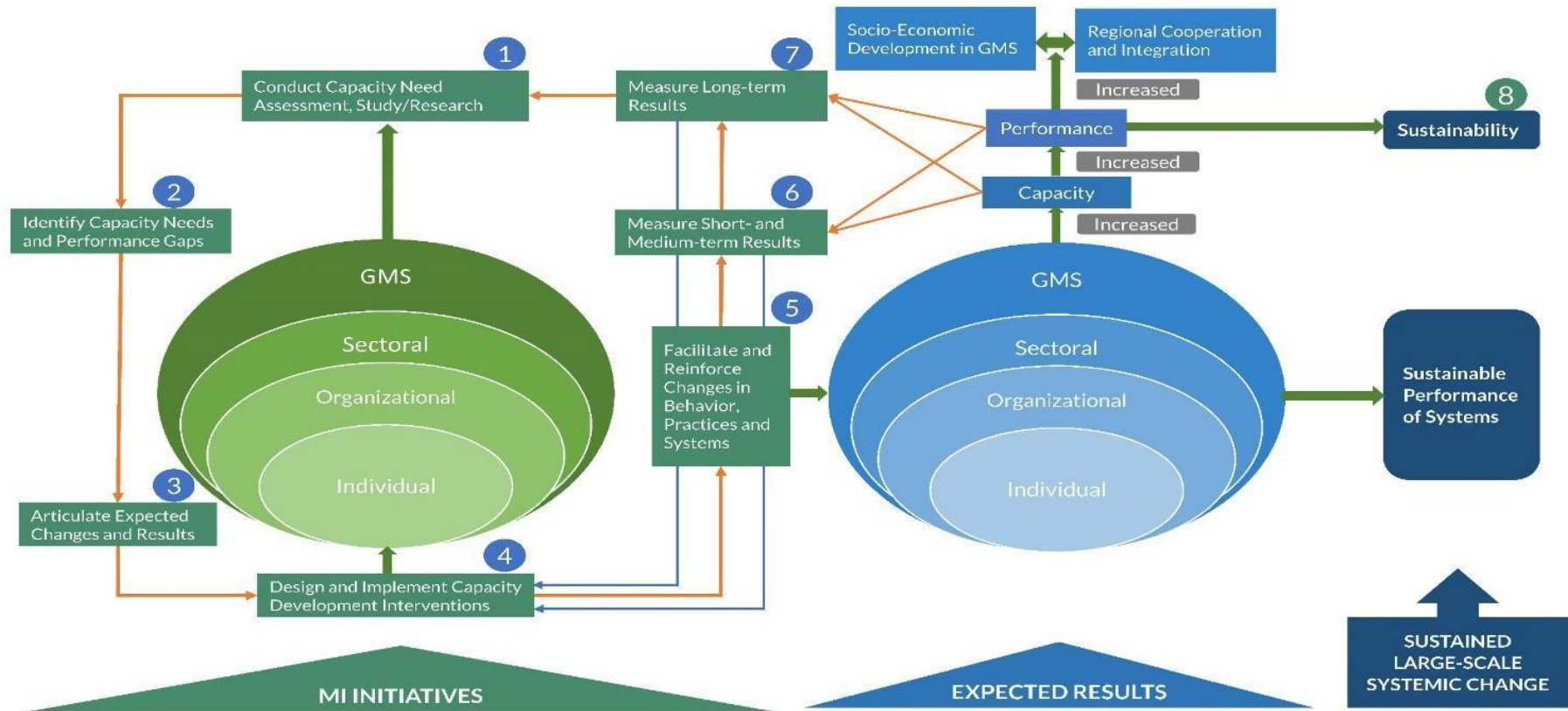
- MI strategic plan aims to be inclusive. Availability of translation and interpretation services will help to facilitate implementation of activities.
- It is recommended to respond to the request of the stakeholders and beneficiaries for providing speakers in their events or exploring collaborative opportunities to establish MI's foothold in the region.

9. Annex

9.1. Annex 1: MI Results Framework 2021-2025



9.2. Annex 2: MI Capacity Development Model (CDM)



9.3. Annex 3: Progress of Annual Work Plan 2022 under Programs (MI's Contribution to GMS Development)

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
ADC	Development and Implementation of Common Rice Production Standard in Mekong-Lancang Sub-region	International workshop in harmonizing rice standards in the GMS	II. Agri Value-chain Development	4 (100% completed)	July 5-7, 2022
		International workshop on rice traceability system	II. Agri Value-chain Development	4 (100% completed)	September 6-7, 2022 September 8-9, 2022
		Monitoring Visit of Project Team	II. Agri Value-chain Development	4 (100% completed)	October 3-7, 2022
		Regional training on rice traceability system	IV. Climate-smart Agriculture	1 (25% completed)	December 19-23, 2022
	Development of Rice Pest and Natural Disasters Monitoring, Forecasting and Warning Center for Sustainable Rice Production under Climate Change in Mekong-Lancang Sub-	AI System Development (phase 2 and 3)	IV. Climate-smart Agriculture	3 (75% completed)	Jun-22
	Development of Rice Pest and Natural Disasters Monitoring, Forecasting and Warning Center for Sustainable Rice Production under Climate Change in Mekong-Lancang Sub-region	Planning Workshop (Nov 29-Dec2)	IV. Climate-smart Agriculture	1 (25% completed)	Nov-Dec-2022
Training on AI System AI System Maintenance and Utilization		IV. Climate-smart Agriculture	4 (100% completed)	June 13-17, 2022	

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
Promoting Safe Food for Everyone in CLMV (PROSAFE)		ADB WGA Meeting in VN	I. Sustainable Food System	4 (100% completed)	June 29, 2022
		Cambodia - Safer Street Food Practices	V. Food Safety	1 (25% completed)	Aug-22
		International Seminar on Post-COVID-19 Sustainable Food System in Southeast Asia: Policy Evidences and Call for Action (Bangkok, Thailand) - Policy Forum	V. Food Safety	4 (100% completed)	May 19-20, 2022
		Lao PDR Forum on Mainstreaming Food Safety in Sustainable Food System and	V. Food Safety	4 (100% completed)	August 3, 2022
		Lao PDR In-country PROSAFE Forum Laos and Training Workshop on FSEM	V. Food Safety	1 (25% completed)	Nov-22
		Online Regional Training Program on Food Safety Management Tools in Food Manufacturing	V. Food Safety	4 (100% completed)	May 23-27, 2022
		Online Regional Training Program on Risk-based Food Inspection	V. Food Safety	4 (100% completed)	May 16-20, 2022
		PROSAFE Cambodia Forum: Food Safety for Market Access: Bringing Cambodian Food to the World	V. Food Safety	4 (100% completed)	June 14, 2022
		PROSAFE Lao Forum: Food Safety a Shared Responsibility for Laos Vision 2030	V. Food Safety	4 (100% completed)	June 7, 2022
		PROSAFE Lao In-country Training Workshop on Good Hygiene Practices (GHP) in Food Cottage Industries in Savannakhet, Lao PDR	V. Food Safety	4 (100% completed)	January 27-28, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
		PROSAFE VN In-country Training Workshop on Ensuring Food Safety in Agricultural Production in Lam Dong	V. Food Safety	4 (100% completed)	Jun-22
		Regional Media Training Program on Communication Food Safety	V. Food Safety	4 (100% completed)	June 27- July 1, 2022
		Regional Training Program on Food Hygiene and Sanitation for Food Handlers	V. Food Safety	4 (100% completed)	July 11-15, 2022
		Regional Training Program on Food Preservation and Packaging for Safer Food	V. Food Safety	4 (100% completed)	May 9-13, 2022
		Regional Training Program on Food Safety for Market Access	V. Food Safety	1 (25% completed)	December 12-16, 2022
		Regional Training Program on Food Safety Risk Communication	V. Food Safety	2 (50% completed)	November 14-25, 2022
		Regional Training Program on HACCP Essentials for SMEs in the Food Sector	V. Food Safety	4 (100% completed)	November 7-11, 2022
		Regional Training Program on Managing Food Safety along the Food Supply Chain	V. Food Safety	4 (100% completed)	August 29- September 1, 2022
		Regional Training Program on Postharvest Safe Food Handlind for Fresh Produce	V. Food Safety	4 (100% completed)	October 17-22, 2022
		Regional Training Program on Preservation and Packaging for Safer Food	V. Food Safety	1 (25% completed)	November 28- December 9, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
		Regional Training Program on Raising Awareness for Safe Food Consumption	V. Food Safety	4 (100% completed)	August 22-26, 2022
		Regional Training Program on Safe Use of Additives in Food	V. Food Safety	4 (100% completed)	July 25-29, 2022
		Training Workshop Postharvest Safe Food Handling for Fruits in Can Tho City	V. Food Safety	3 (75% completed)	November 11, 2022
		VN PROSAFE Forum: Digitalization for Efficient Food Safety and Quality Management (Cancelled talk with Hahn)	V. Food Safety	1 (25% completed)	Sep-Dec 2022
		VN PROSAFE Forum: Traceability for Food Safe Assurance and Market Access	V. Food Safety	1 (25% completed)	Aug-Nov 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries	Assessment of situation on smart technology for agriculture supply chain in Mekong countries	IV. Climate-smart Agriculture	2 (50% completed)	Mar-Jul 2022
		Consultative/stakeholder workshops in CLMV		4 (100% completed)	Aug-Nov 2022
		Management_Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries	IV. Climate-smart Agriculture		Jan-Dec 2022
		Regional Training on Food Loss Reduction for Sustainable Value Chains	III. Post-harvest Management; IV. Climate-smart Agriculture	4 (100% completed)	September 12-16, 2022
		Regional Training on Sustainable and Smart Production Technologies	IV. Climate-smart Agriculture	4 (100% completed)	September 26-30, 2022
	The Implementation Plan for the Framework for CLMV Development	National Consultation in CLMV (4 meetings)	VII. Any others	4 (100% completed)	

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
		Regional Consultation Meetings on 10 areas	VII. Any others	4 (100% completed)	
	The Technical Assistance for Community Development in Mekong Subregion	3-Day Technical Coaching Program (3 coaching programs)	II. Agri Value-chain Development; I. Sustainable Food System	4 (100% completed)	May 10-12, 2022
May 16-18, 2022					
May 18-20, 2022					
5-Day Training Program (3 trainings)		II. Agri Value-chain Development; I. Sustainable Food System	4 (100% completed)	March 14-18, 2022	
					March 21-25, 2022
					March 28-April 1, 2022
	The Technical Assistance for Community Development in Mekong Subregion (OTOP)	Training Needs Assessments in Cambodia, Lao PDR, and Vietnam	II. Agri Value-chain Development; I. Sustainable Food System	4 (100% completed)	
	TICA Annual International Training Course	International Training - Food Safety Quality Infrastructure for Market Access for Developing Countries	V. Food Safety; VI. Market Access	4 (100% completed)	March 14-25, 2022
	Training Workshop on Agro-products Quality and Safety Management, Inspection, and Testing for Lancang-Mekong countries	Training Workshop on Agro-products Quality and Safety Management, Inspection, and Testing for Lancang-Mekong countries	V. Food Safety; II. Agri Value-chain Development; VI. Market Access	4 (100% completed)	August 15-19, 2022
SEE	AITC-Affordable and Clean Energy Development	International Training Program on Affordable and Clean Energy Development	V. Energy	4 (100% completed)	May 9-20,2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	Capacity Building on GMS Power Grid Interconnection	Hybrid Workshop on Regional Clean Energy Development, Application and Optimization in the Lancang-Mekong Region	V. Food-Energy-Water nexus	4 (100% completed)	September 17, 2022
	Consultancy Service on ASEAN COVID-19 Stocktaking Study & Project Concept Proposal	Consultancy Service on ASEAN COVID-19 Stocktaking Study & Project Concept Proposal	VII. Any others	4 (100% completed)	Nov 2022
	Consultancy Service on ASEAN-CRN Secretariat Facilitator to support for ASEAN-CRN and ANGA (Research, Training and Knowledge/information Management)	ASEAN-CRN: Transformation to Low Emissions and Resilient Agrifood System: A Knowledge Exchange Event and Climate Policy Negotiations Training	IV. Climate-smart Agriculture; I. Sustainable Food System	4 (100% completed)	September 27-29, 2022
		Study and Strategic Inputs for ASEAN-CRN	IV. Climate-smart Agriculture; I. Sustainable Food System	1 (25% completed)	
	Fostering Digital Connectivity in the Lancang-Mekong Countries (Research)	Preliminary Research	I. Promoting digital connectivity	4 (100% completed)	Sep 2022
	Fostering Digital Connectivity in the Lancang-Mekong Countries (S&E Workshop)	Online Synthesis and Evaluation Workshop on Financial Access and Support Policy to Empower MSMEs in Lancang-Mekong Countries	I. Promoting digital connectivity	4 (100% completed)	September 30, 2022
	Fostering Digital Connectivity in the Lancang-Mekong Countries (Webinar)	Side Event in Mekong Forum Staying Ahead of Digital Acceleration	I. Promoting digital connectivity	4 (100% completed)	October 19, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	Fostering Digital Connectivity in the Lancang-Mekong Countries (Workshop 2)	Online Workshop 2: Facilitating Fintechs and Digital Payment Inclusion for MSMEs in Lancang-Mekong Countries	I. Promoting digital connectivity	4 (100% completed)	March 28-April 1, 2022
	Fostering Digital Connectivity in the Lancang-Mekong Countries (Workshop 3)	Online Workshop 3: Financial Access and Support Policy to Empower MSMEs in Lancang-Mekong Countries	I. Promoting digital connectivity	4 (100% completed)	June 20-22, 2022
	Promoting Resilient and Sustainable Tourism for Post-19 Recovery in Lancang-Mekong Countries	Promoting Resilient and Sustainable Tourism for Post-19 Recovery in Lancang-Mekong Countries	XII. Sustainable and smart tourism	3 (75% completed)	September 12-23, 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries	B.2. Training on renewable energy and practice for agriculture supply chain	IV. Climate-smart Agriculture; V. Energy	4 (100% completed)	November 21-25, 2022
		B1: Country situation study on smart renewable energy technology for agriculture supply chain in Mekong countries	II. Climate Smart Technologies for Agriculture and Trade Activities	2 (50% completed)	Nov 2022
		C2. Dissemination Workshop on Country Situation Studies in Mekong Countries for activities B and C	IV. Climate-smart Agriculture	4 (100% completed)	Sep 2022
	Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences (Action Plans)	Capacity Development Program (2)- Action Plans	III. Any others	4 (100% completed)	June 27, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences (S&E Workshop)	Capacity Development Program (3)-1-daySynthesis and Evaluation Workshop	VII. Any others	4 (100% completed)	June 27, 2022
	The Triangular Cooperation Project on Sustainable Development in the Lower Mekong Basin based on the Water-Energy-Food (WEF) Nexus (RoK-UNOSSC Facility – Phase 3)	1.1 Analyse the case studies compiled by STEPI, review project indicators and suggest improvements in line with lessons learnt from the case studies; prepare at least one paper on interlinkages of SS & TrC focused on WEF Nexus, Build Back Better and Covid-19 recovery, and implications for the Lower Mekong Basin.	V. Food-Energy-Water nexus	4 (100% completed)	
		1.2 Co-organise a side event entitled, “The Role of Science, Technology and Innovation (STI) in the WEF Nexus” during the 2022 GSSD Expo and also invite Thai based stakeholders to participate.	V. Food-Energy-Water nexus	4 (100% completed)	September 13, 2022
		2.1 Participate in four national consultation meetings and field visits during WEF pilot selection and model design, helping strengthen local communities and other stakeholders’ engagements.	V. Food-Energy-Water nexus	3 (75% completed)	June 28, 2022
					October 20-21, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
					October 25-26, 2022
					September 22-23, 2022
TIF	AOTS: Study on Implementation of National Single Window and ASEAN Single Window in the Mekong Countries	AOTS: Study on Implementation of National Single Window and ASEAN Single Window in the Mekong Countries	VII. Strengthening regional supply chains; IV. Coordination and synergy of regional frameworks; I. Cross border trade and investment; V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms	4 (100% completed)	Jan 2022
	FAO-YN-PRC: Promoting Digital Connectivity through E-commerce Development in the Greater Mekong Subregion	FAO-YN 1: Scoping study on Trend of e-Commerce Development and Integration in PR China and Thailand	V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms; III. MSMEs Competitiveness; VI. MSME digitalization; I. Cross border trade and investment	4 (100% completed)	
		FAO-YN 2: eCommerce curriculum development	V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms; III. MSMEs Competitiveness; VI. MSME digitalization; I. Cross border trade and investment	4 (100% completed)	Aug 29- Nov 20, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
		FAO-YN 3: Online Training Course on Promoting Digital Connectivity through E-commerce Development in the Greater Mekong Subregion (two-weeks)	V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms; III. MSMEs Competitiveness; VI. MSME digitalization; I. Cross border trade and investment	4 (100% completed)	Aug 29-Nov 20, 2022
		FAO-YN 4: Action Plan Implementation and TA	V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms; III. MSMEs Competitiveness; VI. MSME digitalization; I. Cross border trade and investment	4 (100% completed)	Aug 29-Nov 20, 2022
	Indian Embassy to Thailand: Mekong-India Forum on “Engaging Youth in Water Resources Conservation and Management”	Indian Embassy to Thailand: Mekong-India Forum on “Engaging Youth in Water Resources Conservation and Management”	Qualification framework to support mutual skill recognition; IV. Coordination and synergy of regional frameworks; XIV. Any others (Capacity Development etc.); II. Promoting accessible reskilling and upskilling for disadvantaged groups	4 (100% completed)	3/22/2022
	KOICA: Market Access through E-commerce Promotion for Women Led SMES	KOICA Act 1: The 3rd Modular Training Program on Entrepreneurship Development Through E-Commerce Promotion	V. Economic empowerment of women and vulnerable groups; VI. MSME digitalization; III. MSMEs Competitiveness; II. Cross border digital services and e-platforms; I. Cross border trade and investment	4 (100% completed)	May 23-June 3, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
		KOICA Act 2: Action Plan and TA	V. Economic empowerment of women and vulnerable groups; VI. MSME digitalization; III. MSMEs Competitiveness; II. Cross border digital services and e-platforms; I. Cross border trade and investment	4 (100% completed)	
		KOICA Act 3: Synthesis and Evaluation Workshop	V. Economic empowerment of women and vulnerable groups; VI. MSME digitalization; III. MSMEs Competitiveness; II. Cross border digital services and e-platforms; I. Cross border trade and investment	4 (100% completed)	May 23- June 3, 2022
	Lancang- Mekong Business Forums (5-year-Long term, LMC-3)	3rd Lancang- Mekong Business Forum: Promoting Agribusiness and Investment in Processed Food Sector in Cambodia	II. Cross border digital services and e-platforms; V. Economic empowerment of women and vulnerable groups; VI. MSME digitalization; I. Cross border trade and investment; III. MSMEs Competitiveness	4 (100% completed)	March 30-31, 2022
		4th Lancang- Mekong Business Forum: Promoting Agribusiness and Investment in Processed Food Sector in Lao PDR	II. Cross border digital services and e-platforms; V. Economic empowerment of women and vulnerable groups; VI. MSME digitalization; I. Cross border trade and investment; III. MSMEs Competitiveness	4 (100% completed)	November 9-11, 2022
	Mekong-RoK Cooperation: Seeking Synergies on Mekong-ACMECS Cooperation Forum	Mekong-RoK Cooperation: Seeking synergies on Mekong-ACMECS Cooperation Forum	IV. Coordination and synergy of regional frameworks	4 (100% completed)	6/17/2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	MKCF Fund Management	MKCF Fund Management		3 (75% completed)	
	MKCF: Sustainable and Smart Tourism Development in the Mekong Region	Contents Development for Mobile Application System for Mekong Sustainable and Smart Tourism	XIV. Any others (Capacity Development etc.); VI. MSME digitalization; XII. Sustainable and smart tourism	2 (50% completed)	
		E-mentoring	XII. Sustainable and smart tourism; III. MSMEs Competitiveness; II. Cross border digital services and e-platforms	4 (100% completed)	Jan-March
		Five Roadshows in CLMVT	V. Food Safety	1 (25% completed)	November 1-30, 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries (C1)	Country situation study on smart logistics technology readiness for agricultural supply chain in Mekong countries	III. MSMEs Competitiveness; VII. Strengthening regional supply chains; X. Manufacturing; XIV. Any others (Capacity Development etc.)	4 (100% completed)	on going
					Sep 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries (C2)	Dissemination Workshop on Country Situation Studies in Mekong countries	III. MSMEs Competitiveness; VII. Strengthening regional supply chains; X. Manufacturing; XIV. Any others (Capacity Development etc.)	4 (100% completed)	on going
					September 6, 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries (C3)	Hybrid training on smart logistics technology for agriculture supply chain	I. Cross border trade and investment; VII. Strengthening regional supply chains; III. MSMEs Competitiveness; X. Manufacturing; XIV. Any others (Capacity Development etc.)	4 (100% completed)	October 10-14, 2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries (C4)	Pilot implementing activity in Mekong countries and technical and financial assistance	I. Cross border trade and investment; VII. Strengthening regional supply chains; III. MSMEs Competitiveness; X. Manufacturing; XIV. Any others (Capacity Development etc.)	4 (100% completed)	October 10-14, 2022
	Sustainable and Smart Agricultural Supply Chain Development in Mekong Countries (C5)	Workshop on supplement knowledge topic/issue required during implementing the pilot activity	III. MSMEs Competitiveness; VII. Strengthening regional supply chains; X. Manufacturing; XIV. Any others (Capacity Development etc.)	4 (100% completed)	October 10-14, 2022
TFO: Women in Trade Knowledge Platform		Cambodia: The 3rd stakeholder forum for Dissemination and Validation	V. Economic empowerment of women and vulnerable groups; III. MSMEs Competitiveness	4 (100% completed)	7/15/2022
		Qualitative Research for Country case studies in Vietnam and Cambodia	V. Economic empowerment of women and vulnerable groups; III. MSMEs Competitiveness	4 (100% completed)	
		Research reports (case studies, policy briefs), Dissemination/Publication, and Presentation at Project Closure Seminar	V. Economic empowerment of women and vulnerable groups; III. MSMEs Competitiveness	4 (100% completed)	
		Survey findings dissemination (2nd stakeholder workshop)	V. Economic empowerment of women and vulnerable groups; III. MSMEs Competitiveness	4 (100% completed)	3/3/2022
		Vietnam: The 3rd stakeholder forum for dissemination and validation	V. Economic empowerment of women and vulnerable groups; III. MSMEs Competitiveness	4 (100% completed)	8/10/2022

Program	Project Title	Activity Name	Focus Area	Status of Completion	Date
	TICA: International Training Course on Sufficiency Economy in Microfinance for SMEs Development	International Training Course on Sufficiency Economy in Microfinance for SMEs Development	VII. Strengthening regional supply chains; V. Economic empowerment of women and vulnerable groups; XIV. Any others (Capacity Development etc.)	4 (100% completed)	August 22 – September 2, 2022
	UNOSSC: Study on Economic Corridors, South-South and Triangular Cooperation and Post COVID-19 Recovery	UNOSSC: Study on Economic Corridors, South-South and Triangular Cooperation and Post COVID-19 Recovery	VII. Strengthening regional supply chains; IV. Coordination and synergy of regional frameworks; I. Cross border trade and investment; V. Economic empowerment of women and vulnerable groups; II. Cross border digital services and e-platforms	4 (100% completed)	Jan-22

9.4. Annex 4: Progress of Annual Work Plan 2022 (Institutional Strengthening)

9.4.1. Progress of Leadership, Organizational Structure and Culture, Business Model, and Partnership Development

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	OED	GBM:Organizing Governing Board meeting 1/2022 in Yunnan (Hybrid - co-hosted with Yunnan Provincial Gov.)	July	July	4 (100% completed)
2	OED	GBM:Organizing Governing Board meeting 2/2022 in Khon Kaen or Bangkok (Hybrid - co-hosted with Thai Gov.)	Dec	Dec	4 (100% completed)
3	OED	GBM:Organizing CA Meeting 2022 (Online - 4 times/year)	Jun	Nov	4 (100% completed)
4	OED	GBM:Receiving of and consultation with SC Chairman (in Khon Kaen and nearby provinces)	Jan	Dec	4 (100% completed)
5	OED	GBM:General Functions for Governing Board members (in GMS) (approximately 6 times/ year)	Jan	Dec	4 (100% completed)
6	OED	GBM:Plaque of Appreciation for Governing Board Members			0 (Not started yet)
7	OED	OF:Orgnizing Monthly Senior Management Meeting (12 times/ year)	Jan	Nov	4 (100% completed)
8	OED	OF:Orgnizing Quartely Staff Assembly (4 times/ year)	Feb	Nov	4 (100% completed)
9	OED	OF:Organizing Quarterly Executive Meeting with SC Chairman (4 times/ year)	May	Oct	4 (100% completed)
10	OED	OF:Organizing MOU signing ceremony in Thailand (2 times - online)	Apr	Dec	4 (100% completed)
11	OED	OF:Organizing MOU signing ceremony outside Thailand	Nov	Nov	4 (100% completed)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
12	OED	OF:OED travelling within Thailand (approximately 15 trips/ year)	Jan	Dec	4 (100% completed)
13	OED	OF:OED international travelling (approximately 6 trips/ year)	Jan	Dec	4 (100% completed)
14	OED	OF:Welcoming Official Guest visit to MI (approximately 12 times/ year)	Jan	Dec	4 (100% completed)
15	OED	OF:Appreciation flowers, funeral wreth, gift for partners in Thailand	Jan	Dec	4 (100% completed)
16	OED	OF:New Year Greetings Gifts for MI partners	Dec	Dec	3 (75% completed)
17	OED	HR:OED staff training in Thailand			0 (Not started yet)
18	OED	PRM:Organizing MI's Development Partner Consultative Meeting (Hybrid) in Bangkok	Jun	Jun	4 (100% completed)
19	OED	PRM:Organizing Mekong Forum 2022 (Hybrid) in Khon Kaen or Bangkok	Oct	Oct	4 (100% completed)
20	OED	PRM:Organizing Khon Kaen City Forum 2022 (Hybrid) in Khon Kaen			0 (Not started yet)
21	OED	25th:Souvenirs	Jan	Dec	4 (100% completed)
22	OED	25th:Short VDO clips (Book of Narratives) to be published on MI's social media channels	Jan	Dec	4 (100% completed)

9.4.2. Progress of Monitoring, Evaluation, and Learning (MEL)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	MEL	Organize capacity building events for MI staff and GMS country representatives	Apr	Oct	4 (100% completed)
2	MEL	Conduct Capacity Need Assessment in the GMS and Baseline Survey for MI Results Framework 2021-2025	Jan	May	4 (100% completed)
3	MEL	Revise and finalize MI Results Framework and Logical Framework Matrices for MI's Contribution to GMS Development and Institutional Strengthening	Mar	Mar	4 (100% completed)
4	MEL	Develop Web-based standard RBM and MEL mechanism and host the system in Cloud-based Server (including Annual Maintenance Fee)	Apr	Apr	2 (50% completed)
5	MEL	Facilitate with the project teams under MI 's program departments to implement MI's MEL Strategy, Policy and SOPs	Apr	Dec	4 (100% completed)
6	MEL	Update MEL strategies, policies, and operating procedures	Mar	DEC	0 (Activity not started yet)
7	MEL	Facilitate with MI's institutional units to implement MI's MEL Strategy, Policy and SOPs	Apr	Dec	4 (100% completed)
8	MEL	Facilitate with MI's boundary partners/stakeholders in the GMS to implement/adopt MI's MEL Strategy (Six GMS Countries)	Apr	Dec	0 (Activity not started yet)
9	MEL	Organize semi-annual sharing, reflection, and learning events for MI staff	Jun	Dec	5 (Activity cancelled)
10	MEL	Provide capacity development, advisory, and consultancy services to MI clients/stakeholders	Jul	Dec	5 (Activity cancelled)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
11	MEL	Organize meetings with potential partners from academic and research institutions towards building new partnerships	Jan	Dec	4 (100% completed)
12	MEL	Organize joint initiatives with partners on monitoring, evaluation, research, and learning conducted under the partnerships	Apr	Dec	0 (Activity not started yet)
13	MEL	Conduct Annual Performance Review and Operational Planning Workshop 2022 (2 days)	Mar	Mar	4 (100% completed)
14	MEL	Participate at training/workshop/seminar/conference by MEL staff	Apr	Sep	0 (Activity not started yet)
15	MEL	Renew SurveyMonkey software subscription (1 time)	Oct	Oct	4 (100% completed)

9.4.3. Progress of Communications and Knowledge Management (CKM)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	CKM	Publish the 2021 Annual Report	Jan	Dec	1 (90% completed)
2	CKM	Publish four issues of the Mekong Connection	Jan	Dec	Activity pending
3	CKM	Publish the MI Book of Narratives	Jan	Dec	1 (30% completed)
4	CKM	Produce other collaterals, such as brochures, flyers, folders, etc.	Jan	Dec	4 (100% completed)
5	CKM	Publish Mekong Insights (four quarters) and year-end	Jan	Dec	Activity pending
6	CKM	Produce the new MI corporate video	Jan	Dec	Activity pending
7	CKM	Renew Photo stock and Photo Platform subscriptions	Jan	Dec	4 (100% completed)
8	CKM	Renew Flickr subscription (two accounts)	Jan	Dec	4 (100% completed)
9	CKM	Renew Video blocks subscription (video footage)	Jan	Dec	4 (100% completed)
10	CKM	Hire graphic designer/s and video editor/s	Jan	Dec	4 (100% completed)
11	CKM	Improve the corporate website (i.e., front end design update, security and debugging maintenance)	Jan	Dec	1 (100% completed)
12	CKM	Conduct media relations and external outreach	Jan	Dec	2 (100% completed)
13	CKM	Implement institutional knowledge sharing activities	Jan	Dec	1 (100% completed)
14	CKM	Implement capacity development activities and conduct strategic meetings of CKM Staff	Jan	Dec	Activity pending
15	CKM	Purchase toner cartridges (black & white and colors)	Jan	Dec	4 (100% completed)
16	CKM	Purchase acrylic stands	Jan	Dec	4 (100% completed)
17	CKM	Purchase two wireless microphones for camera	Jan	Dec	1 (100% completed)
18	CKM	Purchase SD cards for camera	Jan	Dec	2 (100% completed)
19	CKM	Purchase camera batteries	Jan	Dec	1 (100% completed)
20	CKM	Conduct activities' coverage and visibility (Ad Hoc)	Jan	Dec	4 (100% completed)

9.4.4. Progress of Financial Management

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	Finance	Facilitate and provide the support to audit firm for MI annual audit	Feb	Feb	3 (75% completed)
2	Finance	Study visits to Bangkok for learning from another organization's financial system	May	May	0 (Activity not started yet)
3	Finance	Review the application for MI operation	Jan	May	4 (100% completed)
4	Finance	Hire the assistant for scanning the documents	Jan	Jan	3 (75% completed)
5	Finance	Purchase the supplies for the finance unit	Jan	Dec	4 (100% completed)
6	Finance	purchase the supplies for the finance unit's IT	Jan	Dec	4 (100% completed)
7	Finance	General function activity for the unit	Mar	Mar	4 (100% completed)
8	Finance	Coordinate and work with banks related to bank transactions	Jan	Dec	4 (100% completed)
9	Finance	Coordinate with the bank for the annual auditing (fee)	Feb	Feb	4 (100% completed)
10	Finance	Purchase the supplies for the finance unit the documentation	Jan	Jan	4 (100% completed)
11	Finance	Travelling trip for the director of operation and finance to visit the partner	Mar	Dec	0 (Activity not started yet)
12	Finance	Join the training course learning of the financial management	May	May	4 (100% completed)
13	Finance	Providing the training course learning for unit staff	Sep	Sep	4 (100% completed)
14	Finance	Training: Project Finance Officer, Cash & Bank Officer	Jul	Jul	0 (Activity not started yet)
15	Finance	New scanner	Sep	Sep	0 (Activity not started yet)
16	Finance	Paper destroys	Sep	Sep	0 (Activity not started yet)
17	Finance	Fee for the online banking system	Feb	Mar	4 (100% completed)
18	Finance	Prepare the application for MKCF PIA	Jan	Dec	4 (100% completed)
19	Finance	Study on the new program for accounting	Feb	Aug	4 (100% completed)
20	Finance	Interim Auditing	Oct	Oct	4 (100% completed)
21	Finance	Prepare document support to council and steering	Jul	Dec	2 (50% completed)
22	Finance	Arranging the document in the document storage	Nov	Nov	0 (Activity not started yet)
23	Finance	Conduct the PIAs Assessment	August	Dec	4 (100% completed)
24	Finance	Provide the orientations to PIAs about MKCF Manual	June	Dec	4 (100% completed)
25	Finance	Conduct the PIAs Monitoring Visit	June	Dec	4 (100% completed)

9.4.5. Progress of Human Resources (HR) Management

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	HR	Facilitate Annual Health Check-up for MI staff	Feb	Apr	4 (100% completed)
2	HR	Renew Group Insurance	Feb	Apr	4 (100% completed)
3	HR	Conduct Salary Adjustment for 2023	Dec	Jan	4 (100% completed)
4	HR	Conduct Salary Survey	Feb	May	4 (100% completed)
5	HR	Facilitate Home Leave for International staff and dependents	Feb	May	4 (100% completed)
6	HR	Facilitate Staff Midyear Performance Review	Jun	Jul	4 (100% completed)
7	HR	Facilitate Staff Annual Performance Review	Nov	Jan	4 (100% completed)
8	HR	Facilitate ED Performance Review- Midyear	Jul	Jul	4 (100% completed)
9	HR	Facilitate ED Performance Review- Annual	Dec	Jan	4 (100% completed)
10	HR	Process Manpower Planning for 2023	Oct	Nov	4 (100% completed)
11	HR	Process Job advertisement	Jan	Dec	4 (100% completed)
12	HR	Process Visa for new staff	Jan	Dec	4 (100% completed)
13	HR	Facilitate the travel for new staffs	Jan	Dec	4 (100% completed)
14	HR	Process Assignment Allowance for new staff	Jan	Dec	4 (100% completed)
15	HR	Process Shipment Allowance for new staff	Jan	Dec	4 (100% completed)
16	HR	Facilitate COVID-19 Test for fit to fly for new staff	Jan	Dec	4 (100% completed)
17	HR	Facilitate Alternative Quarantine for new staff	Jan	Dec	4 (100% completed)
18	HR	Facilitate the Travel for resigned staffs	Jan	Dec	4 (100% completed)
19	HR	Facilitate the Shipment Allowance for resigned staff	Jan	Dec	4 (100% completed)
20	HR	Conduct 1 staff activity per quarter	Jan	Dec	4 (100% completed)
21	HR	Provide Sports for staff	Jan	Dec	4 (100% completed)
22	HR	Organize Staffs Annual Retreat	Sep	Oct	4 (100% completed)
23	HR	Process Training Plan for 2023	Nov	Jan	4 (100% completed)
24	HR	Process HR Budget 2023 (Salary and Benefit)	Oct	Nov	4 (100% completed)
25	HR	Process HR Unit workplan	Oct	Nov	4 (100% completed)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
26	HR	Organize Personality Development Training	Nov	Nov	4 (100% completed)
27	HR	Provide Thai Class for non-Thai staff	Jan	Dec	4 (100% completed)
28	HR	Provide English Class for Thai Staff	Jan	Dec	4 (100% completed)
29	HR	Participate at training/workshop/seminar/conference by HR staffs	Apr	Dec	4 (100% completed)
30	HR	Renew Visa for non-Thai staffs	Jan	Dec	4 (100% completed)
31	HR	Renew HR software warranty service	Jan	Dec	4 (100% completed)
32	HR	Revision of MI OP	Jan	Mar	4 (100% completed)
33	HR	Facilitate COVID-19 Test kits for MI staff	Jan	Dec	4 (100% completed)
34	HR	Facilitate COVID-19 Vaccines (MRNA) 1 dose	Jan	May	4 (100% completed)
35	HR	Process COVID-19 Insurance (Yearly)	Jun	Jun	4 (100% completed)

9.4.6. Progress of General Service (GS) Management

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	GS	Maintain the Vehicle and Transportation Service	Jan	Dec	4 (100% completed)
2	GS	Accommodation services	Jul	Jul	4 (100% completed)
3	GS	Building supplies	Dec	Dec	4 (100% completed)
4	GS	Technician	Jan	Dec	4 (100% completed)
5	GS	Unit human resource development	Jan	Dec	4 (100% completed)
6	GS	Office supply operation	Jan	Dec	4 (100% completed)
7	GS	Telephone charge 120,000 / 50%	Jan	Dec	4 (100% completed)
8	GS	Office supply operation	Jan	Dec	4 (100% completed)
9	GS	Souvenir and Function Operating	Jan	Jan	4 (100% completed)

9.4.7. Progress of Information Technology (IT) Management

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	IT	Study about IT systems and practices from other International Organizations	Jan	Mar	4 (100% completed)
2	IT	Rental Photocopy machine fee	Jan	Feb	4 (100% completed)
3	IT	Internet Service system rental fee (600,000 / 50% for sharing cost)	Jan	Dec	4 (100% completed)
4	IT	Internet Service system rental fee - Sharing program	Jan	Dec	4 (100% completed)
5	IT	Cloud hosting service for website	Jan	Jan	4 (100% completed)
6	IT	Renew domain name for website	Jun	Jun	4 (100% completed)
7	IT	Cloud Storage services for Online events (Dropbox, Cloud for keep video record, etc.)	Jul	Aug	4 (100% completed)
8	IT	Website security	Aug	Dec	4 (100% completed)
9	IT	Improve Online events equipment and studio (Camera, Switcher, Monitor, Microphone, Green screen, lighting, etc.) both online events and conference rooms	Mar	Apr	4 (100% completed)
10	IT	Software for Online events system (Zoom License, MS Teams, Studio Production application, etc.)	Jan	Dec	4 (100% completed)
11	IT	Backup Internet Wi-Fi system (Pocket Wi-Fi, Internet Sim, Equipment, etc.)	May	May	4 (100% completed)
12	IT	Accessory supply and repair IT/Audiovisual	Jan	Dec	4 (100% completed)
13	IT	Maintenance IT/Audiovisual equipment plan	Jan	Dec	4 (100% completed)

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
14	IT	Replace staff computers	Jun	Jun	4 (100% completed)
15	IT	Purchase New Computer/Laptop for new staff	Aug	Dec	4 (100% completed)
16	IT	Cloud storage for backup 10TB	Apr	Apr	4 (100% completed)
17	IT	Upgrade new software licenses (MS Windows 10 Pro 64bit) 10 lic and existing computer	May	Oct	4 (100% completed)
18	IT	Purchase new wireless IP-Phone (WIFI) for meeting 5 room	May	May	4 (100% completed)
19	IT	Maintenance/Repairing Computer and equipment	Jan	Dec	4 (100% completed)
20	IT	Internet Fee	Jan	Dec	4 (100% completed)
21	IT	Move data from share folder to cloud	Apr	Apr	4 (100% completed)
22	IT	Maintenance all staff computer, Payroll software, Server, Data center, share folder and other	Jan	Dec	4 (100% completed)

9.4.8. Progress of Procurement Services Management

Sl. No.	Unit	Activity Name	Start (Month)	End (Month)	Status of Completion
1	Procurement	Purchase the goods and equipment	Jan	Dec	4 (100% completed)
2	Procurement	Hire the resource person and consultants	Jan	Dec	4 (100% completed)
3	Procurement	Renew contracts upon the schedule	Jan	Dec	4 (100% completed)
4	Procurement	Prepare PO and PR monthly Report January-Dec 2022	Jan	Dec	4 (100% completed)
5	Procurement	Conduct Suppliers Evaluation Report	Jan	Dec	4 (100% completed)

9.5. Annex 5: Progress of Annual Work Plan 2022 under Programs (MI's Contribution to GMS Development)

MI received 416,343 USD from the submitted project proposals, which is 139% of its target from opportunity funds in 2022.

Submitted Project Proposal under Opportunity Fund	Received Fund (USD)
A18-ROK-UNOSSC-(new in 2022) The Triangular Cooperation Project on Sustainable Development in the Lower Mekong Basin based on the Water-Energy-Food (WEF) Nexus (Phase3) (USD 18000)	18,030
A20-YNIC-Training on New Energy Technology Development and Its Applications in the Greater Mekong Subregion	7,099
B20-ISC-B20 - Regional Landscape Assessment for Environment, Social and Governance in manufacturing/supply chains and Secondment service	17,737
B22-SEI-Mainstreaming Agrobiodiversity for Sustainable Food Systems (Only final payment in 2022)	3,044
B23-ASEAN-AADPC-Formulation of the Implementation Plan of the Framework for CLMV Development (2021) (Cross-Cutting - ADC, SEE, TIF)	85,653
B28-UNFAO-Digital Ecosystem Evaluation in Selected Area(s) in Khon Kaen, Thailand	7,435
B29-UNOSSC/UNDP-Consultancy Service to provide Research Assistance: Economic Corridors, South-South and Triangular Cooperation and Post COVID-19 Recovery	20,300
B30-GIZ- Stocktaking Study and Development of Project Concept Proposal on Public Health Emergency (PHE) Preparedness and Response	49,879
B36-GIZ-(New 2022) ASEAN-CRN Secretariat Facilitator to support for ASEAN-CRN and ANGA	16,803
C26-ROM Embassy, Thailand-Mekong - ROK Business Forum	7,400
C31-GIZ-C31-GIZ-The provision for the consultancy service on "Regional Training of Trainers (ToT) for the implementation of the ASEAN Standard for Organic Agriculture (ASOA)"	29,340
C32-India Embassy-C32-IndiaEm22-01; Engaging Youth in Water Resources Conservation and Management	2,771
C35-FECC, PR.China-Consultancy agreement : Training workshop on "Agro-Products Quality and Safety Management, Inspection and Testing for Lancang-Mekong Countries"	29,995
C36-CSG, PR.China-Workshop on "Regional Clean Energy Development, Utilization and Optimization in the Lancang-Mekong Region" (\$7,040)	7,040
B37 Development of Regional Prototype on One Country One Priority Product in Asia and the Pacific and Pilot Project Implementation in Lao PDR and Thailand (OCOP)	113,817
Total Opportunity Fund Received in 2022	416,343
Opportunity Fund Targeted in 2022	300,000
% Achievement in against of Target	139%