



MEKONG  
INSTITUTE

ASEAN  
PRIZE 

# STEERING COMMITTEE MEETING 2/2023

Wednesday December 6, 2023

14:00 –17:00 | Siem Reap, Cambodia

# ITEM 1

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## **Welcome Remarks** **MI Steering Committee Chairman**

# LIST OF



## **Steering Committee Chairman**

**Dr. Narongchai Akrasanee**

Chairman of MFC Asset Plc.

MI Council Member representing Private Sector



## **Steering Committee member for Cambodia**

**Mr. Hang Suvidya**

Deputy Secretary-General

General Secretariat for Population and Development

Ministry of Planning



## **Steering Committee member for P. R. China**

**Mr. Ke Yousheng**

Permanent Representative

Permanent Mission of China to UNESCAP

Embassy of P. R. China, Bangkok



## **Steering Committee member for Lao PDR**

**Mr. Ammala SAENCHONGHACK**

Deputy Director General

Department of Economic Affairs

Ministry of Foreign Affairs

(In place of Mr. Khamphinh Philakone)



## **Representative of Dr. Aung Moe Chai, Steering Committee for Myanmar, Ms. Moh Moh Naing**

Ministry of Investment and Foreign Economic Relations



## **Steering Committee member for Thailand**

**Mrs. Arunee Hiam**

Deputy Director General

Thailand International Cooperation Agency

Ministry of Foreign Affairs



## **Steering Committee member for Viet Nam**

**Mr. Nguyen Viet Ha**

Official, Foreign Economic Relations Department

Ministry of Planning and Investment



## **Mr. Suriyan Vichitlekarn**

Executive Director

Mekong Institute

(Non-voting member)

# ITEM 2

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## Adoption of the Agenda

# ADOPTION OF THE AGENDA

14:00 – 14:05	<b>ITEM 1: Welcome Remarks</b> By Dr. Narongchai Akrasanee, Chairman of MI Steering Committee
14:05 – 14:10	<b>ITEM 2: Adoption of the Agenda</b>
14:10 – 14:15	<b>ITEM 3: Business Arrangements</b>
14:15 – 14:20	<b>ITEM 4: Minutes Adoption of the Steering Committee Meeting No. 1/2023 Action Progress of Recommendation from Governing Board Meeting 1/2023</b>
14:20 – 14:40	<b>ITEM 5: Matters for Acknowledgement</b> 5.1 Annual Performance Review 2023 5.2 Completion of Promoting Safe Food for Everyone (PROSAFE) Project
14:40 – 14:55	<i>Group Photo and Refreshment/ Break</i>
14:55 – 15:40	<b>ITEM 6: Matters for Consideration</b> 6.1 Mid-Term Review (MTR) of the Mekong Institute Strategic Plan 2021-2025 6.2 Review Proposed Revisions of the Mekong Institute's Organization Structure, Operation Manual, and Salary scale 6.3 Review Mekong Institute's Work Plan and Budget 2024 and 2025 6.4 Appointment of Sub-committee for 2023 Executive Director Performance Evaluation
15:40 – 16:10	<b>ITEM 7: Country Reports of Steering Committee Members</b>
16:10 – 16:15	<b>ITEM 8: Date and Venue of Governing Board Meeting No. 1/2024</b>
16:15	<b>ITEM 9: Other Matters</b>
16:15 – 16:30	<i>Refreshment/ Break</i>
16:30 – 17:00	<b>Summary and Conclusion of the Steering Committee Meeting No. 2/2023</b>

# ITEM 3

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## Business Arrangements

# Business Arrangement

1. Steering Committee Members are invited to join **the group photo session** after the **Agenda Item 5.2** (before Coffee Break).
2. There will be a 15-minute **break** after the **Agenda Item 5.2** (from 2:40 – 2:55 PM)
3. After the **Agenda Item 9**, there will be a 15-minute **break** (from 4.15 – 4.30 PM), the secretariat will prepare the draft summary notes for the meeting.
4. Steering Committee Members are invited to go back to the meeting room to review the **draft summary and conclusion of the meeting**
5. The Meeting will conclude at 17:00 PM.
6. Dinner will be served at the Crown restaurant, the Empress Resort & Spa at 18.30 – 20.30.
7. Draft minutes of the Steering Committee Meeting 2/2023 will be circulated to Steering Committee Members by **January 31, 2024**.

# ITEM 4

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## Minutes Adoption of the Steering Committee Meeting No.1/2023

The draft Minutes of the Steering Committee Meeting 1/2023 will be presented in a PDF file.



# ITEM 4

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## Action Progress of Recommendations from Governing Board Meeting 1/2023

# Action Progress of Recommendations from Governing Board Meeting 1/2023

Subject	GB	Recommendations	Status
<b>1. MI Collaborating Centers in GMS Countries</b>	Council and Steering Committee Members	To clarify functions and mandates of collaborating centers	Work in progress.
		To ensure cost efficiency and performance effectiveness of establishing the collaborating centers	MI Secretariat is in the process of incorporating in its Annual Plans the detailed strategy to implement the MTR Recommendations related to these subject matter.
<b>2. Equitable Participation of GMS Member Countries</b>	Council and Steering Committee Members	To present a proposal on financing equitable participation of all GMS member countries in MI project activities.	The council has endorsed the extension of ED's term for another 3 years
<b>3. Extension of Executive Director's term</b>	Council and Steering Committee Members	To evaluate ED's performance and consider extending the term of the Executive Director	The council has endorsed the extension of ED's term for another 3 years

# ITEM 5

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## Matters for Acknowledgement



# ITEM 5

**5.1 Annual Performance Review 2023**

**5.2 Completion of Promoting Safe Food for Everyone (PROSAFE) Project**

# ITEM 5.1

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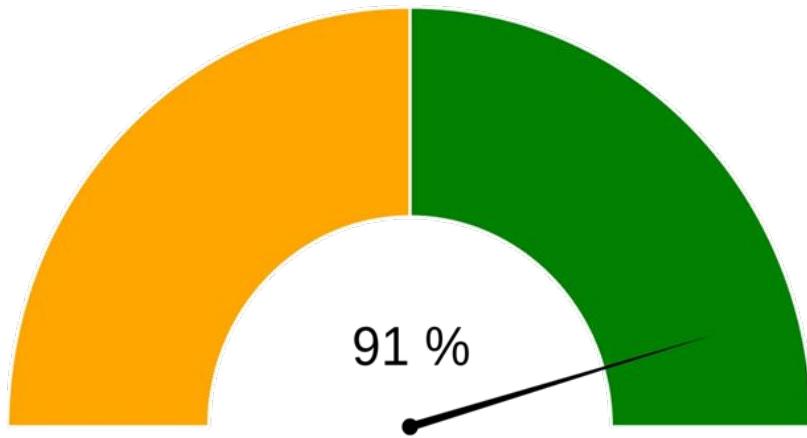


## Annual Performance Review 2023

*A “2023 Highlight Video” will be played on screen.*

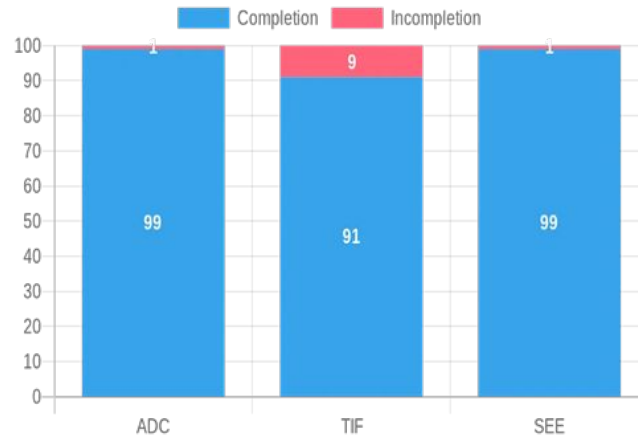
# Annual Performance 2023 at a Glance

% Progress



Progress of MI-wide Activities  
(Programs and Operations)

% Progress of Activities in Program

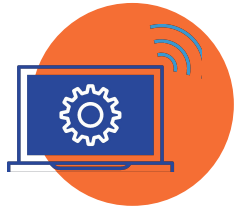


Progress of Program Activities

% Progress of Activities in Operation Units



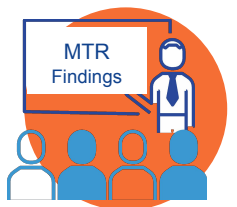
Progress of Operation Units' Activities



- Developed and operationalized a **Web-based MEL system for Results-Based Management (RBM)** in Programs and Operations



- Completed **the Mid-Term Review of MI Strategic Plan 2021 – 2025**



- Presented the findings and recommendations at the **Special Steering Committee meeting and Development Partners' meeting**

# INSTITUTIONAL STRENGTHENING

## ii. Communications and Knowledge Management (CKM)

- Produced **corporate and project collaterals**: fact sheet (6), roll-ups (15), VDOs (15), monthly E-briefing (11), Annual Report (1) and GMS publications (2), and maintained the Alumni Database (563) and E-learning platform.
- **Upgraded MI website** for enhanced data collection, knowledge management, and dissemination
- Regularly updated **MI website and social media**: Facebook 202 new posts, Twitter 197, LinkedIn 170, and YouTube 11. For overall visibility and reach, the figures are:
  - ✓ No. of websites visitors (21,781)
  - ✓ No. of people reached by Facebook posts (435,233)
  - ✓ No. of Facebook viewers engaged (39,538)
  - ✓ No. of people reached by Twitter posts (29,142)
  - ✓ No. of Twitter viewers engaged (9,889)
  - ✓ No. of LinkedIn page views (3,700)
- Provided **communication and KM support to external projects**
- Developed two **concept notes** for DFAT and ASEAN Secretariat
- Developed and updated a **media contact list**







### Partnership Across GMS Cooperation Frameworks

MI's programs and activities were organized to enhance and support the GMS related cooperation frameworks.

Key strategy in 2023: Create greater synergies and alignment among GDI - GMS Program - LMC - MI

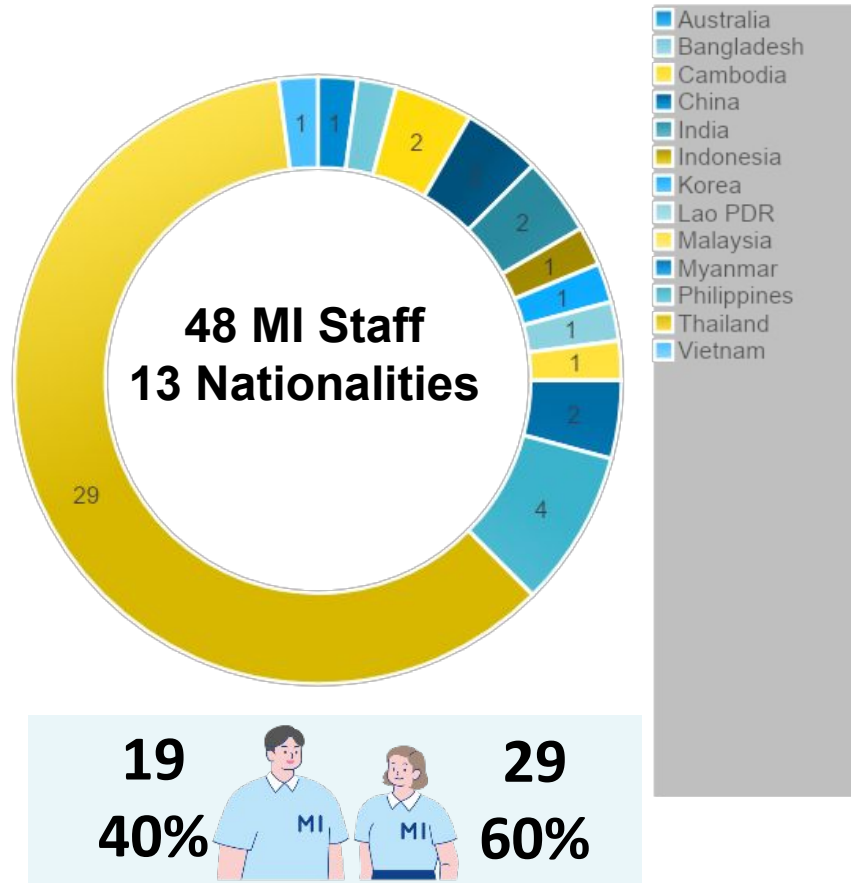
Frameworks	Activities
1 <b>GMS Program</b>	<ul style="list-style-type: none"> <li>- Co-chair/co-facilitate GMS Ministerial Retreat and Ministerial Conference</li> <li>- GMS Knowledge Network</li> <li>- GMS Regional Economic Corridors Governors Forum and Strengthening Engagement of Local Government in the GMS program</li> </ul>
2 <b>Lancang Mekong Cooperation (LMC)</b>	<ul style="list-style-type: none"> <li>- Enhanced cooperation with LMC Secretariat</li> <li>- Enhanced cooperation with Global Center for Mekong Studies (GCMS)</li> <li>- Explore cooperation with two Centers under LMC                             <ol style="list-style-type: none"> <li>1. Lancang-Mekong Environmental Cooperation Center,</li> <li>2. Lancang-Mekong Lancang-Mekong Agriculture Cooperation Center</li> </ol> </li> </ul>
3 <b>ASEAN</b>	<ul style="list-style-type: none"> <li>- Advocacy on ASEAN Prize Recipient and new application in Lao PDR</li> <li>- CLMV Framework for Development</li> <li>- ASEAN Climate Resilient Network</li> <li>- ASEAN-China Cooperation, including China-ASEAN Expo supported activities, China-ASEAN Energy cooperation, China-ASEAN Knowledge Network for Development</li> </ul>

### Partnership Across GMS Cooperation Frameworks

	Frameworks	Activities
4	<b>ACMECS</b>	<ul style="list-style-type: none"><li>- Reviewing the final draft MOU with Thai MFA, expected to be signed by early 2024</li><li>- Supported development of the ACMECS-RoK Branding Project</li></ul>
5	<b>Mekong-RoK Cooperation</b>	<ul style="list-style-type: none"><li>- MKCF – 7<sup>th</sup> call</li><li>- MKCF PRIME Project</li></ul>
6	<b>Mekong Australia Partnership</b>	<ul style="list-style-type: none"><li>- Climate Smart Agriculture project been launched.</li><li>- MI Capacity Development support to ACMECS Interim Secretariat was concluded.</li></ul>
7	<b>Mekong-Japan Cooperation</b>	<ul style="list-style-type: none"><li>- Promoting e-commerce for SMEs</li><li>- Initiated a study for co-creation project</li></ul>

# INSTITUTIONAL STRENGTHENING

## iv. Human Resources Management

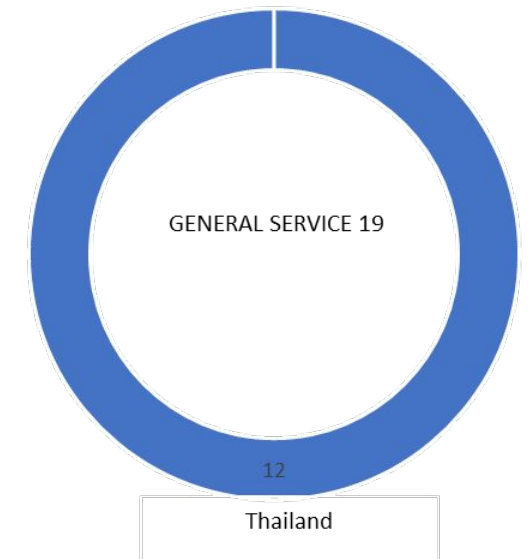
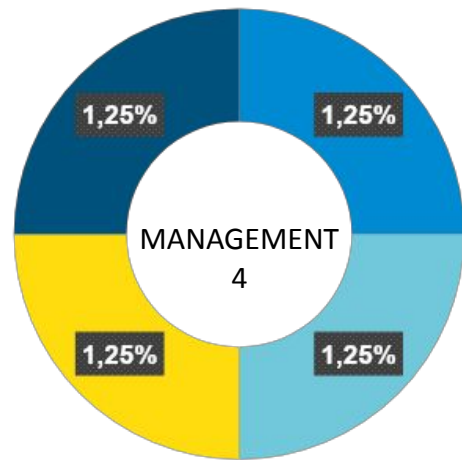


### HR Development Plan

HR needs in line with MI Strategic Plan 2021-20215

- ❖ Recruitments started for the following positions (9)
  - 1 *SEE Program Director (priority with targeted annual fund)*
  - 1 *GMCA Director (subject to budget availability)*
  - 1 *HR and Procurement Manager (subject to budget availability)*
  - 1 *IT Manager (subject to budget availability)*
  - 1 *SEE Program Coordinator (subject to budget availability)*
  - 1 *Receptionist (replacement)*
  - 1 *CKM Officer (replacement)*
  - 1 *MEL Officer (replacement)*
  - 1 *Accountant (temporary)*
- ❖ MI staff internal mobilization
- ❖ MI staff vaccination program

### MI Staff Category per Country



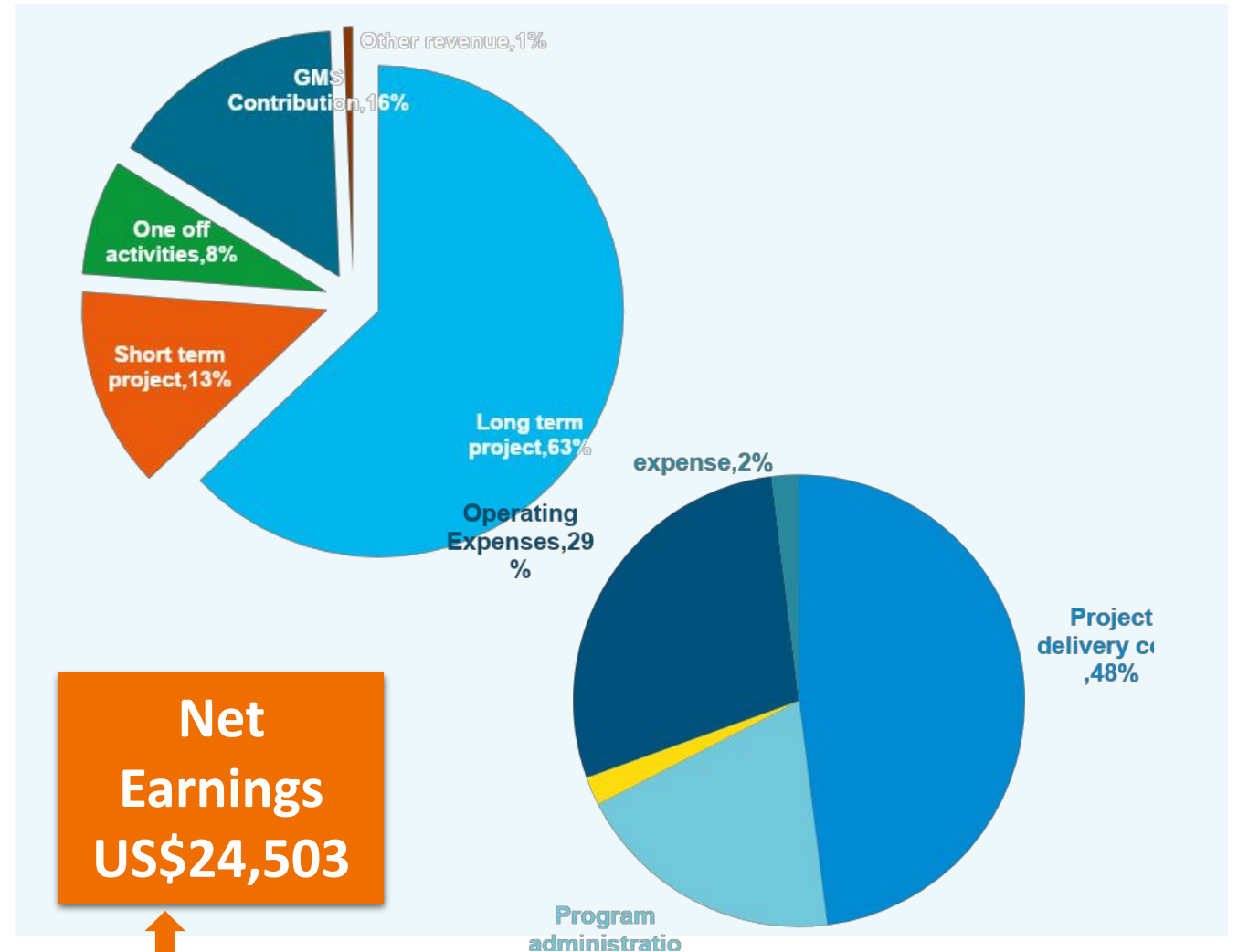
# INSTITUTIONAL STRENGTHENING

## v. Financial Management

### Statement of Revenue and Expenses from January 1 - October 31, 2023

REVENUE	Amount (USD)
Long term project	1,760,733
Short term project	370,188
One off activities	212,695
<b>Subtotal project revenue</b>	<b>2,343,615</b>
GMS Contribution	437,177
Other revenue	16,686
<b>Total revenue</b>	<b>2,797,479</b>

EXPENSES	Amount (USD)
Project and program exp.	Amount (USD)
Project delivery cost	1,330,927
Program administration cost	539,337
Business development	56,645
Subtotal project and program exp.	1,926,909
Operating Expenses	792,089
Net earning (Gain) in Cash	78,481
Non-Cash expense	53,979
Net earning (deficit)	24,503
Total Expense	2,772,977

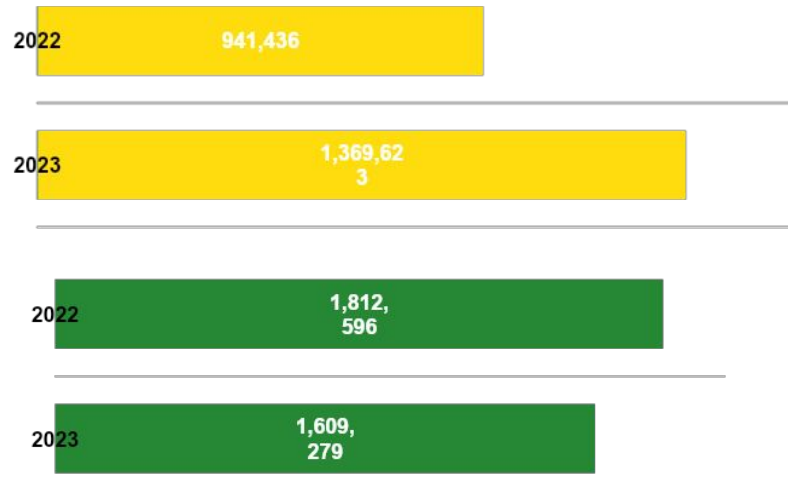
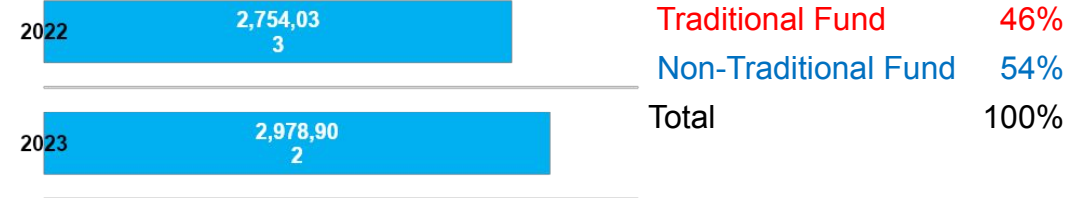




# Comparison of Traditional Fund with Non-traditional Fund (2022 Vs 2023)

Type of fund	Consolidated Program Departments			
	2023	2022	Difference	Percentage
Traditional Fund	1,369,623	941,436	428,187	31%
Non-Traditional Fund	1,609,279	1,812,596	(203,317)	-13%
Total	2,978,902	2,754,033	224,870	8%

## Total Program Departments' Funding



### Traditional Fund

The traditional fund increased by 31% because of the amount from NZAP and P. R. China.

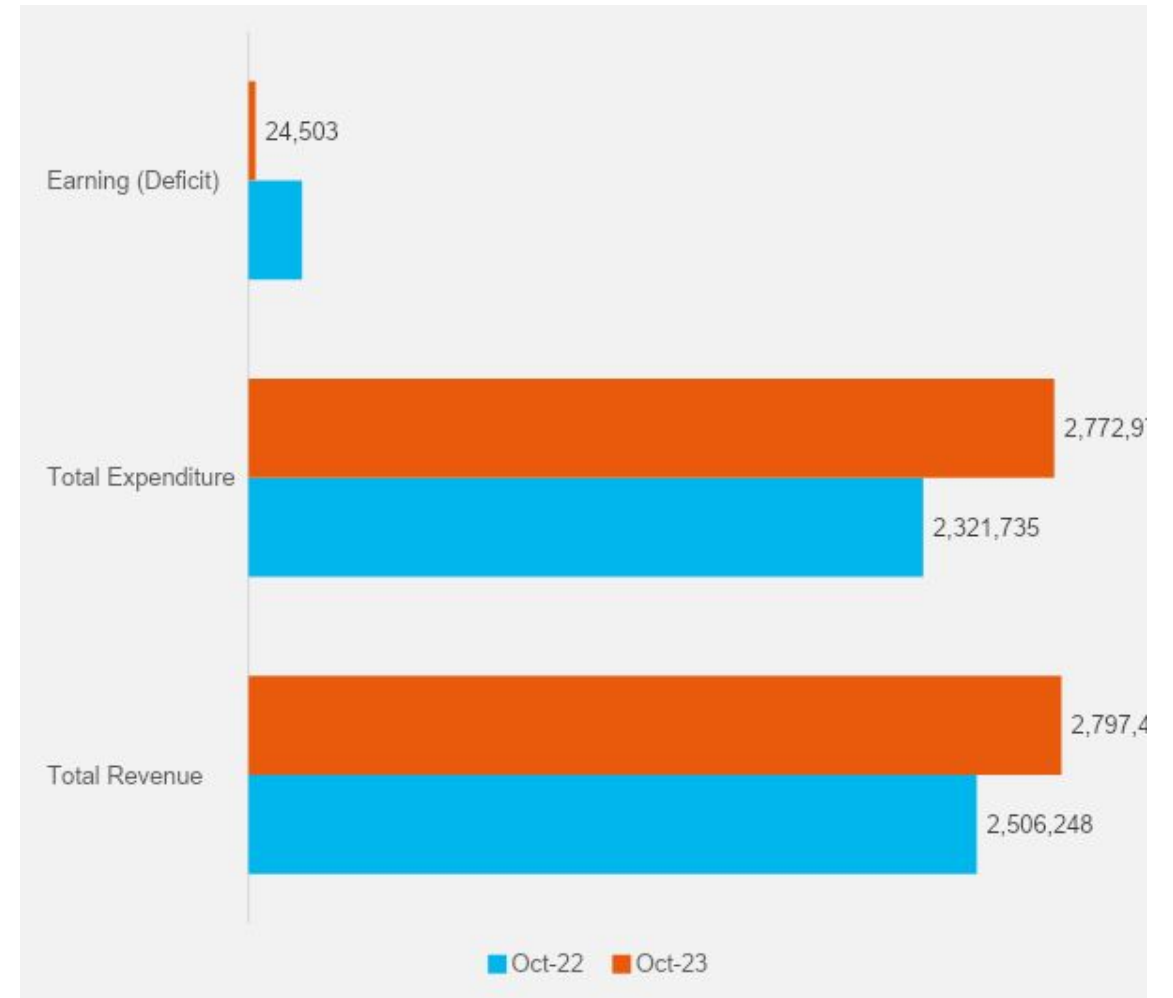
### Non-Traditional Fund

The non-traditional fund decreased by 13% because a project supported by KOICA, was completed. In addition, a project supported by MLSP, will be carried forward to 2024.

Note: **Traditional Funds** means funds which are regularly approved and received annually such as **P. R. China, FAOYN, NZAP, and TICA** while other funds are called **Non-Traditional Funds**.

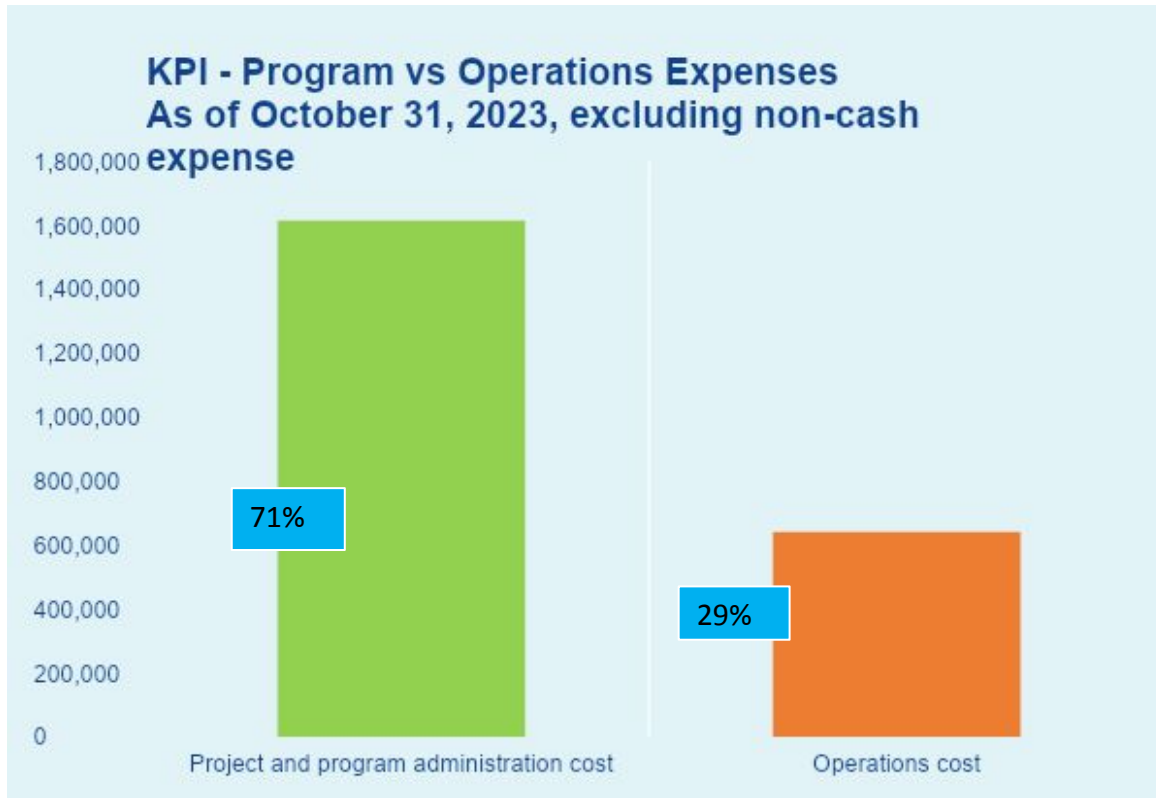
## Statement of Revenue and Expenses: Comparison of Oct 2022 and Oct 2023

Description	Month/Year		Difference	
	Oct-22	Oct-23	Amount	%
<b>REVENUE</b>				
Project Revenue	2,055,000	2,343,615	288,615	14%
Countries contribution	425,136	437,177	12,041	3%
Others revenue	26,112	16,686	(9,426)	-36%
<b>TOTAL</b>	<b>2,506,248</b>	<b>2,797,479</b>	<b>291,231</b>	<b>12%</b>
<b>EXPENSES</b>				
Program expenses	1,142,701	1,330,927	188,226	16%
Program administration	470,642	595,983	125,341	27%
Operation expenses	639,945	792,089	152,144	24%
Earning & (Deficit) before non- cash expense	252,960	78,481	(174,479)	-69%
Non- operating expense	68,447	53,979	(14,468)	-21%
<b>Earning (Deficit)</b>	<b>184,513</b>	<b>24,503</b>	<b>(160,010)</b>	<b>-87%</b>
	Oct-22	Oct-23	Amount	%
Total Revenue	2,506,248	2,797,479	291,231	12%
Total Expenditure	2,321,735	2,772,977	451,242	19%
Earning (Deficit)	184,513	24,503	(160,010)	-87%



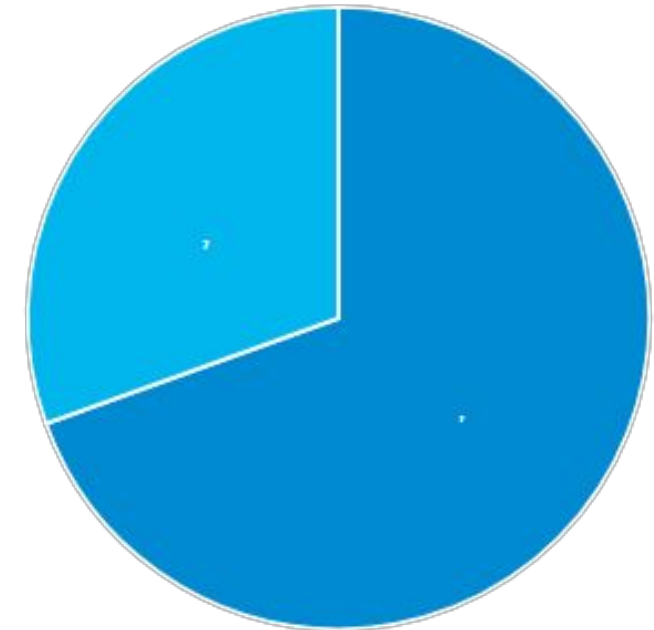


# Expenses Ratio KPI as of October 31, 2023



**KPI - PROGRAM VS OPERATIONS EXPENSES**  
AS OF OCTOBER 31, 2023, INCLUDING NON-CASH EXPENSE

**Reached targeted KPI:  
30% vs 70%**



Ratio of expenses	Percentage	Amount
Project and program	71%	1,926,909
Operation expenses	29%	792,089
<b>Total expenses</b>	<b>100%</b>	<b>2,718,998</b>

Ratio of expenses	Percentage	Amount
Project and program	69%	1,926,909
Operation expenses	31%	846,067
<b>Total expenses</b>	<b>100%</b>	<b>2,772,977</b>

# USD 522,483



## GMS Country Contributions (as of October 31, 2023)



US\$ 20,000  
April



US\$ 20,000  
August



US\$ 150,000  
September



US\$ 292,482  
May



US\$ 20,000  
April



US\$ 20,000  
June

## Forecast of Annual Financial Performance for 2023

Description	Revised Budget	Actual	Forecast	Total Forecast	Variance
	Jan-Dec	Jan-Oct	Nov-Dec	Jan-Dec	Revised Budget vs Total Forecast
Revenue	3,922,053	2,797,479	731,416	3,528,895	(393,158)
Expense	3,726,521	2,718,997	696,225	3,415,223	(311,298)
Earning/(Deficit)	195,531	78,481	35,191	113,672	(81,859)
Non-Cash expense	108,698	53,979	23,902	77,881	(30,817)
Earning/(Deficit) - Non-cash	86,833	24,503	11,288	35,791	(51,042)

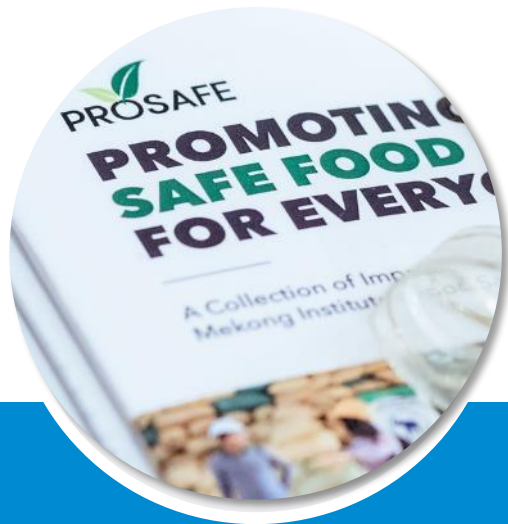
MI will reach US\$ 35,791 Net Earnings at the end of December 2023.

Description	January	February	March	April	May	June	July	August	September	Oct	Nov - Dec	Total
Total Revenue	139,923	288,627	534,426	246,717	160,342	337,764	369,065	154,357	240,871	325,387	731,416	3,528,896
Total Expense	171,146	255,709	396,799	200,402	208,901	257,294	366,401	276,625	293,576	346,124	720,128	3,493,104
Earning - Non-cash	(31,223)	32,918	137,627	46,315	(48,558)	80,470	2,664	(122,268)	(52,705)	(20,737)	11,288	35,791

**MI's 2023 financial performance will be earning around 36K. The forecast will reach 95% - 99% per the total forecast for Jan-Dec 2023.**

Total forecast revenue has decreased by around 400K compared to the revised budget for 2023 due to a few projects that will carry forward to 2024 due to time constraints and coordination with the event country.

## ITEM 5.2



### Completion of Promoting Safe Food for Everyone (PROSAFE) Project

*A “PROSAFE Video” will be played on screen.*



# PROSAFE

PROMOTING SAFE FOOD FOR EVERYONE

# Executive Summary



# PROMOTING SAFE FOOD FOR EVERYONE

- Official name: **Mekong Institute Food Safety Capability Activity Phase II**
- Implementation period: **July 2018 to December 2023**
- Supported by the **New Zealand Aid Programme (NZAP)**



# WHY FOOD SAFETY?



## Economy

- Mekong countries are **known for their agricultural production**
- Food safety is **crucial in accessing international markets**
- **Increase consumer trust and confidence** in domestic and international markets
- Food safety imposes **USD110 billion annually in economic loss** in developing countries (World Bank Report, 2018)



## Food Security

- Majority depends on agriculture and aquaculture for **food and livelihood**
- Unsafe food can lead to food losses and waste



## Public Health

- **Burden of foodborne illness**

# FOODBORNE DISEASES in Southeast Asia



Every year



WHO Report,  
2016

- **Aflatoxin** is the main cause of foodborne illness in CLV
- **Diarrheal disease** (E.coli, Salmonella and norovirus) caused majority of deaths in Myanmar





# GOAL

Food safety in Cambodia, Lao PDR, Myanmar, and Viet Nam (CLMV) improves through a coordinated approach to knowledge and skills development.

# KEY ACTIVITIES



## High-quality food safety training programs

developed and delivered to government officials and private sector stakeholders in CLMV.



**Outreach programs** delivered to strengthen the network of CLMV food safety stakeholders.

# 50 Regional Training Programs

## Agri-food chain



**PRODUCTION & PRIMARY PROCESSING**

- GAP
- IPM
- Agrichemical management
- PH safe food handling



**PROCESSING**

- GMP
- HACCP
- Packaging & labeling
- Preservation
- Food additives



**DISTRIBUTION**

- Market control / surveillance
- Risk analysis / inspection
- Traceability
- Emergency management
- Market access



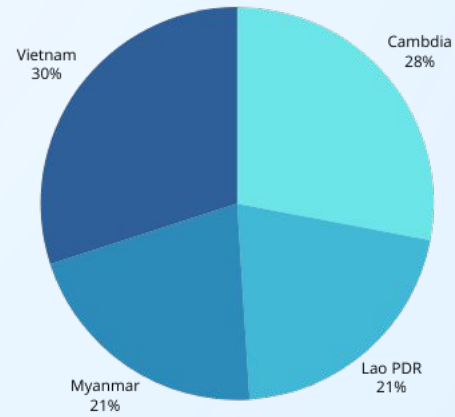
**CONSUMPTION**

- GHP
- Public awareness on safe food consumption
- Communicating food safety
- SBCC for safer food

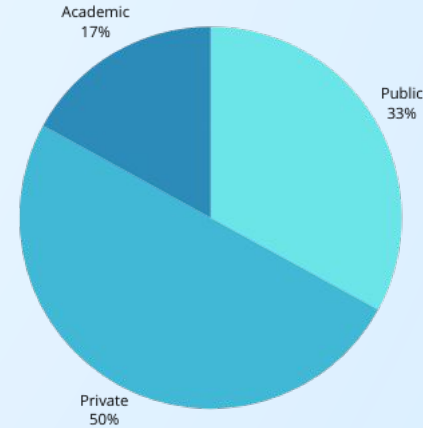


# 1,286 PROSAFE Alumni

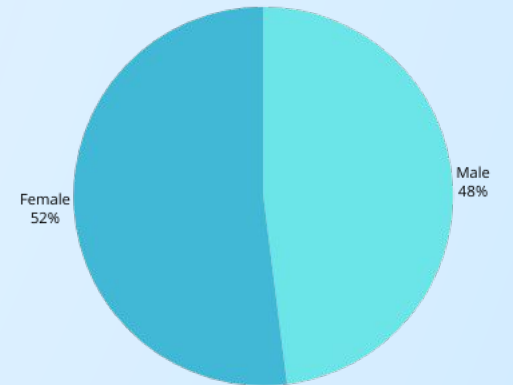
Distribution by country



Distribution by sector



Distribution by gender



# 1,098 Action Plans



**605**  
Localized  
training courses



**42**  
Guidelines and  
regulations updated  
or revised



**43**  
Food safety or  
agriculture curricula of  
academic institutions  
strengthened



**237**  
Actions improved SMEs  
food safety  
management systems  
and operations



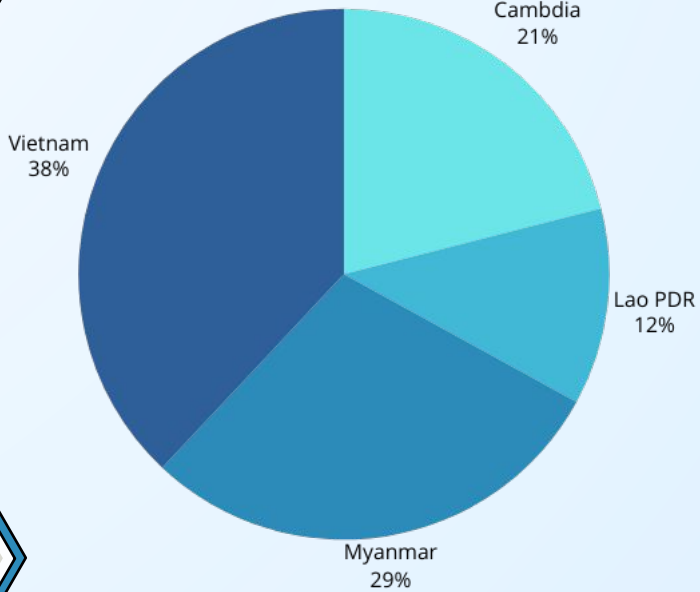
**171**  
Awareness-raising initiatives  
for producers and consumers



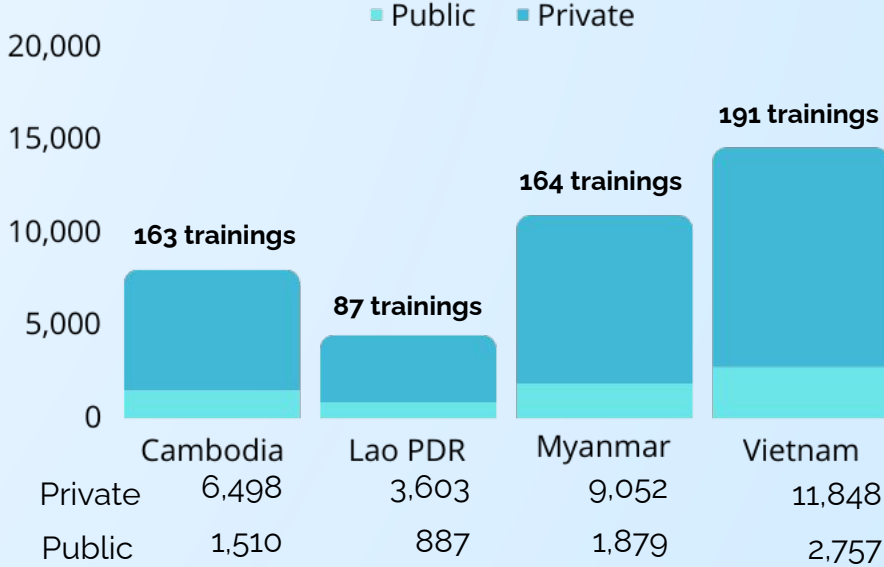
# 38,034 Participants from Localized Training Programs



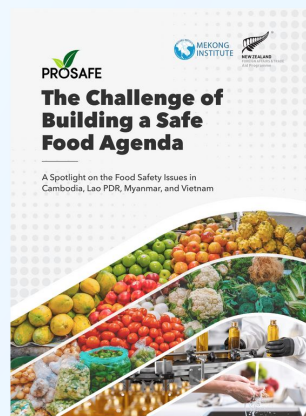
Participants by country



Participants by sector



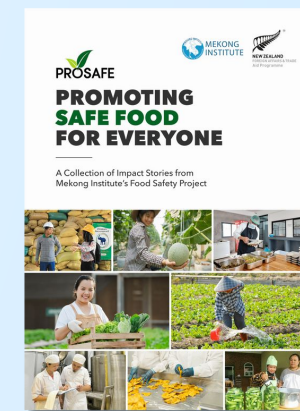
# KNOWLEDGE PRODUCTS



THE **FOOD SAFETY ISSUES COMPENDIUM** EXPLORES THREE OF THE MOST COMMON AND CRITICAL FOOD SAFETY ISSUES IN CLMV THAT UNDERMINE THESE COUNTRIES' AGRI-FOOD INDUSTRY – PESTICIDES IN FOOD, FOODBORNE ILLNESSES, AND FOOD FRAUD.



THE **PROSAFE MANUAL FOR TRAINERS: FUNDAMENTALS OF FOOD SAFETY FOR CLMV** OFFERS A COMPREHENSIVE TRAINING CURRICULUM THAT INCLUDES RELEVANT MODULES, EXTENSIVE LESSON PLANS, AND INTERACTIVE TEACHING AND LEARNING TOOLS AND ACTIVITIES, INCLUDING PRESENTATIONS, HANDOUTS, REFERENCES, AND TOOLS FOR MONITORING AND EVALUATION.



THE **PROSAFE FOOD SAFETY IMPACT STORIES** WAS COMPILED BY THE PROJECT TEAM AS A COLLECTION OF SUCCESSFUL INITIATIVES FROM ALUMNI THROUGHOUT THE PAST FIVE YEARS, WHICH CAN SERVE AS MODELS FOR REPLICATION, ADAPTATION, AND EXPANSION.



# OUTCOMES

Through the regional training programs:



**food safety knowledge and skills** of relevant stakeholders in different stages of the agri-food value chain **increased**.



there are **skilled and capable trainers** delivering food safety training in CLMV.



there are **networks of food safety champions** in the region.



there is an **increased public media outreach** on food safety.





# OUTCOMES

Through action plan implementation:



**public and private sectors are collaborating** in promoting food safety in their locality.



**integrated FS in their** agriculture and food technology **courses.**



**informal network of trainers partnering** to deliver training and provide technical assistance to farmers and FBOs.



**increased the awareness** of FBOs and consumers **on the importance of building a food safety culture.**



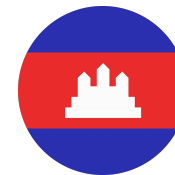
**improved FS-related guidelines** on surveillance, inspection and food emergency response.



specific **food safety issues** in CLMV have been **addressed.**



# COUNTRY RESPONSE





# Cambodia needs a comprehensive and multi-year program on food safety promotion.

- program **tailored to country contexts and needs**
- need for **more local or in-country capacity-building and training courses focusing on food safety**
- technical **support to improve traceability systems** and in monitoring and **addressing food safety emergencies**





# Lao PDR needs continuing support in strengthening its human resources capacity to address food safety issues.

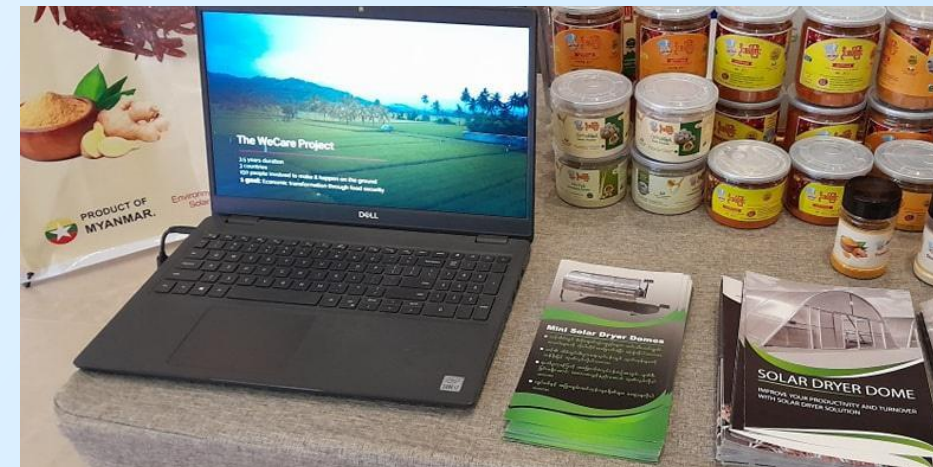
- enhancing its **capacity for surveillance** and laboratory testing
- enhancing the country's ability to **handle food safety emergencies** and **roll out food safety communication and education** activities
- building a **reliable database of food safety information** to enable evidence-based food safety control measures.





# Myanmar food stakeholders prefer an integrated approach to food safety promotion.

- support SMEs to improve business operations and **food safety management systems**
- Support for more **accredited laboratories** for food safety testing
- better **regulatory framework**
- broad and effective **consumer education** on food safety





## Vietnam is aiming for a more concentrated, targeted long-term strategy for enhancing food safety.

- emphasis on establishing a national program on **food safety risk assessment**
- improving **information sharing**, and making food safety governance more integrated
- strengthen country's capacities in **national CODEX involvement** and regional **standards development**



# LOOKING AHEAD

The GMS, and CLMV in particular, stands at the cusp of agri-food sector transition in response to emerging challenges and opportunities, including:

- Rapid urbanization
- Shifting dietary patterns
- Climate risks
- Trade environment
- Innovations and new technologies
- Tourism growth



# LOOKING AHEAD

Considering the gains, challenges, and opportunities, **technical and capacity-building support** for the agri-food sector of CLMV **remains relevant and has become more critical** in the following areas:

- National food safety control system
- Laboratory services
- Inspection
- Producer and consumer education on food safety

Future food safety development interventions are best **tailored for each country**, meeting national goals and stakeholder needs.





# LOOKING AHEAD

PROSAFE created a momentum in accelerating the implementation of robust national food control systems.

Further promoting food safety will ensure that this momentum is sustained, and the gains of the PROSAFE project are entrenched deeply in the food culture of CLMV countries against the backdrop of a rapidly evolving food systems landscape.





**PROSAFE**  
PROMOTING SAFE FOOD FOR EVERYONE  
Executive Summary

**THANK YOU.**



# Group Photo



# Refreshment/ Break



# ITEM 6

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## Matters for Consideration



# ITEM 6

## **6.1 Mid-Term Review (MTR) of the MI Strategic Plan 2021-2025**

## **6.2 Review Proposed Revisions of MI's Organization Structure, Operation Manual, and Salary Scale**

- *Revised MI Organization Structure*
- *Revised MI Operation Manual*
- *Revised MI Salary Scale*

## **6.3 Review MI's Work Plan and Budget 2024 and 2025**

## **6.4 Appointment of Sub-committee for 2023 Executive Director Performance Evaluation**

# ITEM 6.1



## Mid-Term Review (MTR) of the MI Strategic Plan 2021-2025

The draft Minutes of the Special Steering Committee will be presented in a PDF file.

## 6.1 Endorsement of the Recommendations of the MTR of the MI Strategic Plan 2021-2025

**MI's Contribution to GMS Development:** Notable achievements made in various activities despite prevailing global challenges and uncertainties

**Strategic Alignment:** Examine how development agendas and cross-cutting themes align with the individual needs of GMS countries while avoiding duplication

**Diverse Stages of Development Needs:** Address and facilitate effective intervention for LDCs as well as advanced countries

**Diversified Services and Funding Sources:** Expand development partnerships while ensuring that such expansion serve MI's mission





## 6.1 Endorsement of the Recommendations of the MTR of the MI Strategic Plan 2021-2025

**Organizational Strengthening through Multi-year Programs or Portfolio Management:** Shift away from short-term projects for enhanced financial planning

**Pro-active Dual-track Approach:** Address both immediate issues and prepare for more structural changes in the medium to long-term

**Capacity Development as MI's Comparative Advantage:** Become an international benchmark in capacity development, while deepening technical expertise and research



## 6.1 Endorsement of the Recommendations of the MTR of the MI Strategic Plan 2021-2025

### Proposed recommendations to the Council

- The independent MTR report is a useful reference for the GB and MI Secretariat for future improvement.
- The MI Strategic Plan 2021-2025 is still valid. Modification should be introduced to refining activities for GMS development and institutional strengthening.
- Short-term measures to improve Organizational Structure, Operation Manual, and Salary Structure could be supported.
- For longer-term measures, the Council may wish to form a sub-committee to review the recommendations and map out strategies for consideration by the next GB meeting.

# ITEM 6.2

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**Review Proposed Revisions of the MI's Organization Structure, Operation Manual, and Salary Scale**

## 6.2 Proposed Revisions to the Organization Structure

### ❖ **Benefits of Organizational Structure Change**

- ✓ In line with the five-year strategic plan
- ✓ Promote staff career progression framework
- ✓ Aligned with the organization's growth (no. of projects and funding)
- ✓ A cohesive vision and values
- ✓ Functioning teams

### ❖ **Current structure maintained with minor revisions**

- ✓ An internal auditor to be established.
- ✓ PRM Unit to change to the External Relations & Protocols Unit. (Regarding “partnership and resource mobilization: PRM”, it will become an internal mechanism by appointing selected staff as Country/Partner Focal Persons.)
- ✓ All Specialist positions to be recruited based on the projects' needs; the specialist positions will play roles as in-house expertise.
- ✓ Some Manager positions will play roles as senior positions; s/he will expand their responsibilities such as proposals, reporting, project management, and being in charge of the department director when the director position is not in the office.
- ✓ Procurement Unit to be combined with HR.
- ✓ IT to become a separate unit.



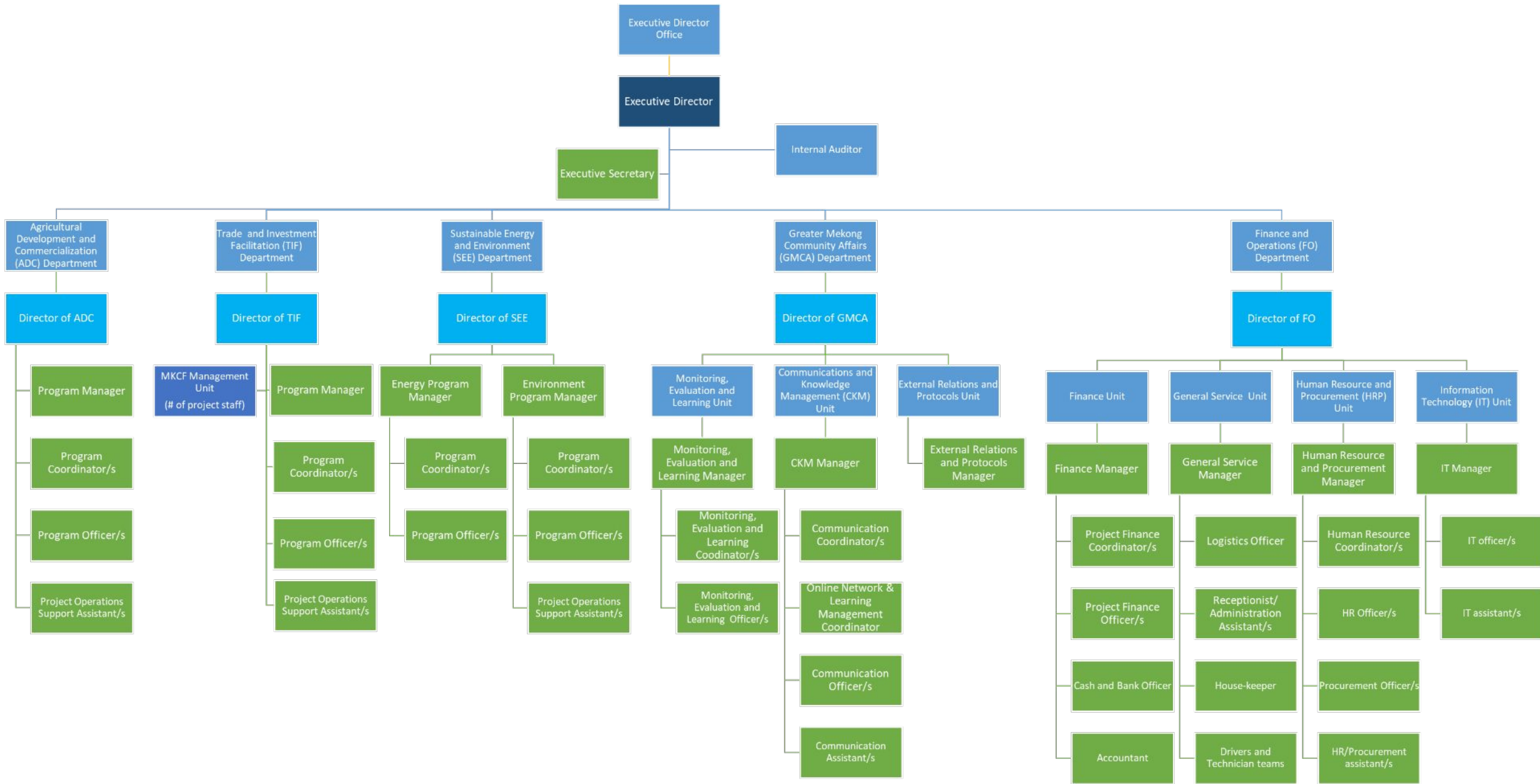
### ❖ **Action**

- After the Council approves the Organization Structure, SMT will announce and put the staff according to the positions of the new structure.
- The implementation of the new structure is expected to start from January 2024 onward.

## 6.2 Proposed Revision of Job Level to the Organization Structure

Job Level	Classification	Program Services	Corporate Services
M0	D2	Executive Director	
M1	D1		
M2	P5	Director of Program, Director of Project, Director of Greater Mekong Community Affairs	Director of Finance and Operations
M3	P4	Senior Positions: Program Manager, Senior Project Team Leader, M&E Manager	Senior Positions: Finance Manager, HR and Procurement Manager Communication Manager, External Relations and Protocols Unit, Partnership and resource mobilization manager, GS Manager, IT Manager
M4	P3	Program Manager, M&E Manager, Project Team Leader	Finance Manager, HR and Procurement Manager, Communication Manager, External Relations and Protocols Unit, Partnership and resource mobilization manager, GS Manager, IT Manager
M5	P2	Program Coordinator, Field Coordinator, M&E Coordinator	GS Supervisor, CKM Coordinator, HR Coordinator, Online network and learning management developer, Finance Coordinator.
M6	P1	Program Officer, Project Officer, MEL Officer	Logistic Officer, Communication Officer, Procurement Officer, Project Finance Officer, Audit Officer, IT Officer
M7	GS5	Associate Program Officer	Cash & Bank Officer, Executive Secretary, Accountant
M8	GS4	Project Assistant, Field Assistant (Program Administrative Assistant)	Senior Admin Assistant, IT Support Assistant, Procurement Assistant
M9	GS3	Program Administrative Assistant	Project operations support assistant, Admin Assistant, General Clerk, Receptionist
M10	GS2		Driver, Senior Housekeeper
M11	GS1		Technician, Gardener

# 6.2 Proposed Revisions to the Organization Structure



## 6.2 Proposed Revisions to the Staff Salary Scale

- ❖ **Background:** MI has not conducted a staff salary survey since 2014.
- ❖ **Purpose:** To reflect an effective salary revision to the market pay and leads to the hiring of qualified staff and increased staff satisfaction and retention. It will support the organization with productive and high-quality achievement based on the staff's commitment and expertise.
- ❖ **Sources:** MI compared with various sources
  - MI Consultant's analysis
  - Consultant Company for staff salary survey: Interview with the private sector and international and regional organizations in GMS countries.
  - UN Website
- ❖ **Factors: Consultants focus on**
  - Market rate
  - Cost of living index
  - Inflation
  - Increased job responsibilities



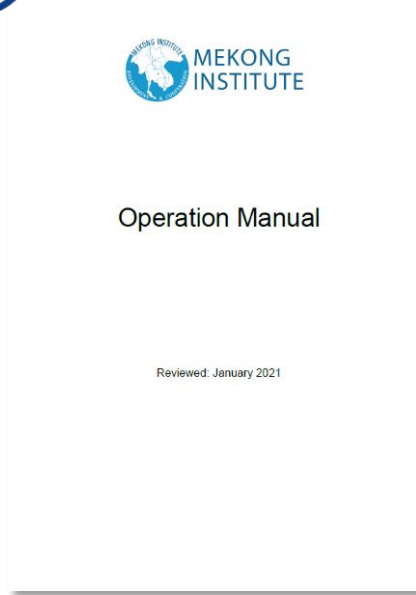
- ❖ **Action: After the Council approves the new staff salary scale, MI will do the following:**
  - Put positions from the organization structure in the salary scale description according to the roles and responsibilities.
  - If the staff does not reach the new salary scale, the staff will be at Level 1.
  - If the staff reaches the new salary scale, SMT can consider adding 1 step.
  - New recruitment will start from Entry level or Level one of a new salary scale according to their qualification.
  - Important note: The SMT will find the best strategy to apply the new salary scale while ensuring that the change will not burden MI's annual financial performance.
  - The implementation of the new salary scale is expected to start in the second semester of 2024 or early 2025.

## 6.2 Proposed Revisions to the Staff Salary Scale

Classification	Job Level	Current Salary Scale - Level 1	MI Team Analysis and Consultant		Consultant Firm		UN Website		Proposed to Council	
			Annual Salary	% Increased/Decreased	Market Annual Salary	% Increased/Decreased	Annual Salary	% Increased/Decreased	Annual Salary	% Increased/Decreased
Directorship 0	M0	102,000	142,800	40%	104,460	2%	NA		102,000	0%
Directorship 1	M1	82,800	115,920	40%	104,460	26%	NA		99,360	20%
Professional 5	M2	45,239	63,335	40%	79,760	76%	92,962	105%	67,859	50%
Professional 4	M3	33,511	46,915	40%	60,269	80%	73,962	121%	46,915	40%
Professional 3	M4	24,823	34,752	40%	47,009	89%	58,837	137%	34,752	40%
Professional 2	M5	19,094	26,732	40%	28,090	47%	58,837	208%	24,823	30%
Professional 1	M6	14,688	20,563	40%	18,646	27%	47,220	221%	19,094	30%
General Support (GS5)	M7	13,161	18,425	40%	12,165	-8%	25,682	95%	13,819	5%
GS4	M8	10,124	14,173	40%	9,408	-7%	21,246	110%	10,630	5%
GS3	M9	7,788	10,903	40%	6,225	-20%	16,868	117%	8,177	5%
GS2	M10	5,990	8,387	40%		-100%	13,494	125%	6,290	5%
GS1	M11	4,608	6,451	40%		-100%	10,795	134%	4,838	5%



## 6.2 Proposed Revisions to Operation Manual, Parts



- **Purpose:** To review and update the Operation Manual as appropriate to ensure it remains valid and fits the other organizations' implementation and the internal organization context.
- **Process:** MI hired an external consultant to review and update the Operations Manual such as the general section of Mekong Institutional Organization, Human Resource, General Service, Procurement, Finance, and Information Technology,

*For detailed changes, please refer to the document of the revised Operations Manual, Staff Salary Scale and Structure.*

## 6.2 Proposed Revisions to Operation Manual, Parts

Section	Proposed Change/ Addition
Mekong Institute Organization	Add mission, vision and value
IT Unit	Information Technology Security Policy (new)
Admin	Travel (Rate of fuel reimbursement from THB 5 to THB 7 per kilometer)
	Travel (Travel allowance within Thailand from THB 500 to THB 800)
	Travel (Accommodation cost from USD100 to US\$120 per night)
	Travel (Travel allowance within Asia from USD 50 to USD 60 per day, and outside Asia from USD 80 to USD 90 per day)

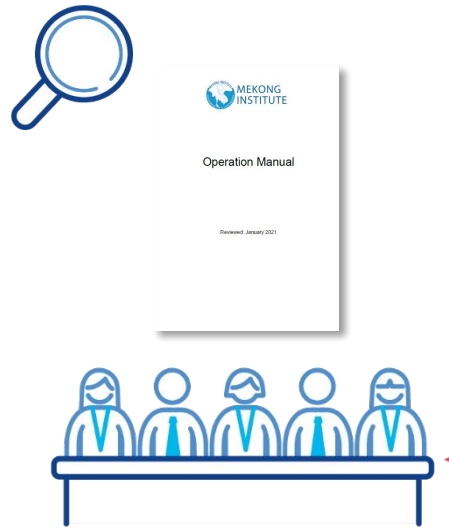
## 6.2 Proposed Revisions to Operation Manual, Parts

Section	Proposed Change/ Addition
HR	Conflicts of Interest (new)
	Education Allowance (from USD 8000 to USD 10,000 /child/year)
	Leave (Compensatory leave)
	Relocation and Assignment Allowances (assignment allowance, Shipment entitlement and Taxes imposed on goods)
	Terms Of Employment (3 yrs + 3 yrs + 1 yr + 1yr) for M2 Job Level (Department Director)
	Recruitment and Selection: Salary and benefits will appear on the announcement (new)
	Flexible Hours (new)
	Remote Work Policy (new)
	Leave (home leave applied for international and GMS nationals)
	Internship, volunteers and visiting scholars: The trainee shall receive a stipend of 5 USD per working day.

Section	Proposed Change/ Addition
Procurement	<p>Authorization limit and signing authority for purchase request: Purchase requisition (PR) is required USD 500, not USD 100</p>
	<p>Procurement Thresholds (Single source quotations are required for USD 500, not USD100 and only department directors can approve)</p>
	<p>Procurement Methods (Request for Official Quotations when goods or services are estimated to cost over 500 to 1000 USD, not from USD 100 – USD 500)</p>
Public Relations and Publication (Text Edit)	<ul style="list-style-type: none"> <li>• To enhance MI’s efforts in implementing capacity development, dialogue and advocacy for regional cooperation and integration</li> <li>• To set up policies and procedures related to communication for consistent MI branding and smooth coordination</li> <li>• To establish policy and procedures related to publication to ensure that these publications are consistent with MI branding, purpose, produced economically, written according to international standards, and appropriate for the intended audience)</li> </ul>
	<p>Remove the section on Learning Resource Center as MI no longer has a Learning Resource Center.</p>

Section	Proposed Change/ Addition
General Financial Management	<p>In addition to the above, the following reports must be produced at the end of each month and year:</p> <p>At the end of month's financial report: 1. Cash and bank reconciliation, 2. Aging report, 3. Statement of Financial Position, 4. Statement of Comprehensive Revenue and Expense, including all valid projects such as Project Code, Project Title, Project Type, Donor's Name, Department's Name, Annual Budget/Revised Budget, Year-to-Date Budget, Year-to-Date Expense, % of Achievement, Variance and Remaining, 5. program Departments Financial Report, and 6. Donors' financial reports are based on the timeframe required. The finance will send the quarterly project financial report to program departments for reviewing and giving feedback.</p> <p>At the end-of-period financial report, the Finance Unit will need to prepare the following reports: 1. Cash and bank reconciliation, 2. Fund status reports for all closed projects and for all active projects during the year, 3. Aging report, 4. Statement of Financial Position, 5. Financial statement, 6. Cash flow report, 7. Reserve Fund Report, and 8. Program Department Financial Report. These records must be kept for annual audit and retained according to the retention schedule.</p> <p>Set up a reserve fund for support project: After closing the annual financial report, MI will divide the reserve into two parts: 1. Keep for future reserve and 2. Set up the reserve fund project to support the activities which are not sponsored. Director of Finance and Operations, supported by Finance Manager, will analyze and propose the reserve fund for future reserve and supported activities for Senior Management to consider and approve each year after the year-end with the confirmation of the result of MI's financial report by an external auditor.</p>
	Currency Exchanges (Propose to use Bangkok Bank rate instead of UN rate)
	Anti-Fraud/Corruption and Whistle-Blowing Policies (new)

## 6.2 Proposed Revisions to Operation Manual, Parts



**Next Steps:** After approval from the Council, MI will proofread the Operations Manual for accuracy (responsible persons: DFO and CMK Team).

# ITEM 6.3

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## **Review MI's Work Plan and Budget 2024 and 2025**

## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Overview of MI's Work Plan and Budget 2024 and 2025

- Relevant recommendations of the MTR recommendations
- Maintain the regional thematic and cross-cutting themes with emphasis on
  - Green growth and low carbon development
  - Greater connectivity and effective cross-border mechanisms
  - Scalable application of innovation and technology for transformative changes in the GMS
  - Decent work and labour mobility
- Budget scale is US\$4.0m/year
- Staff ranges from 55-60 staff with emphasis given to GMS nationals in senior management positions



## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Agricultural Development and Commercialization (ADC)

- Climate-Smart Agriculture Technologies and Innovation
- Single-Use Plastics Reduction Solutions
- Crop Insurance
- Sustainable and Nutrition-Sensitive Agriculture Development



### Trade and Investment Facilitation (TIF)

- Digital Trade
- SME Entrepreneurship Development
- Trade Promotion and Market Access
- Cross-Border Trade Facilitation
- Transport and Logistics
- Special Economic Zone Development
- Smart and Sustainable Tourism Development



### Sustainable Energy and Environment (SEE)

- Water-Energy-Food Nexus
- Energy Connectivity
- Renewable Energy and Energy Efficiency
- Climate Change



## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Cross-Cutting Themes

- Labor Mobility and Migration Management
- Decent Work



## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Key Institutional Strengthening Activities



### Event Themes

**2022**

Accelerating Post-COVID-19 Recovery and Building Resilience in the GMS

**2023**

Driving Transformative Change in the GMS

**2024**

*“Leveraging Scalable Technologies for the GMS”*

**2025**

*“???”*

## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Key Institutional Strengthening Activities



**Phase-out  
Towards Post  
COVID-19  
Resilient Economies**



**Final Review of  
MI Strategic Plan  
2021-2025 (2025)**

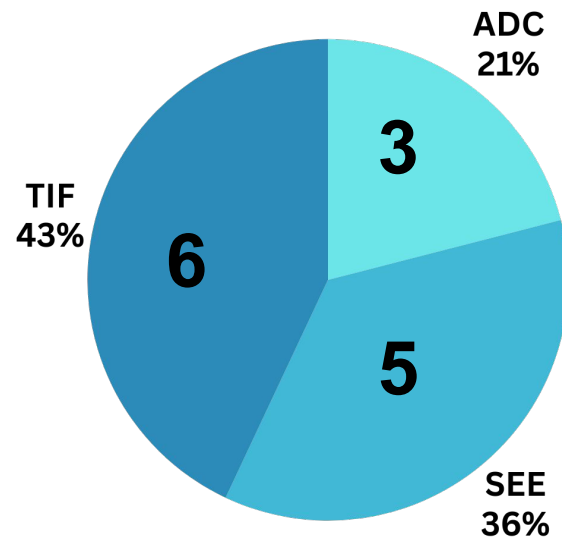


**Formulation of the  
new Strategic Plan  
for 2026-2030  
(2025)**

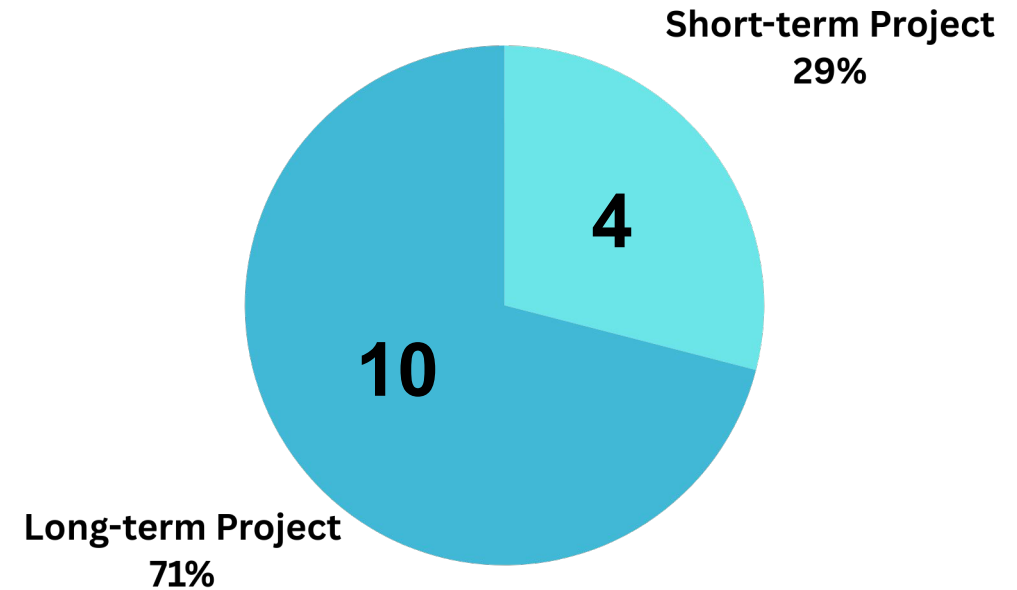
## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### 14 Projects Confirmed to be Implemented in 2024

By Program

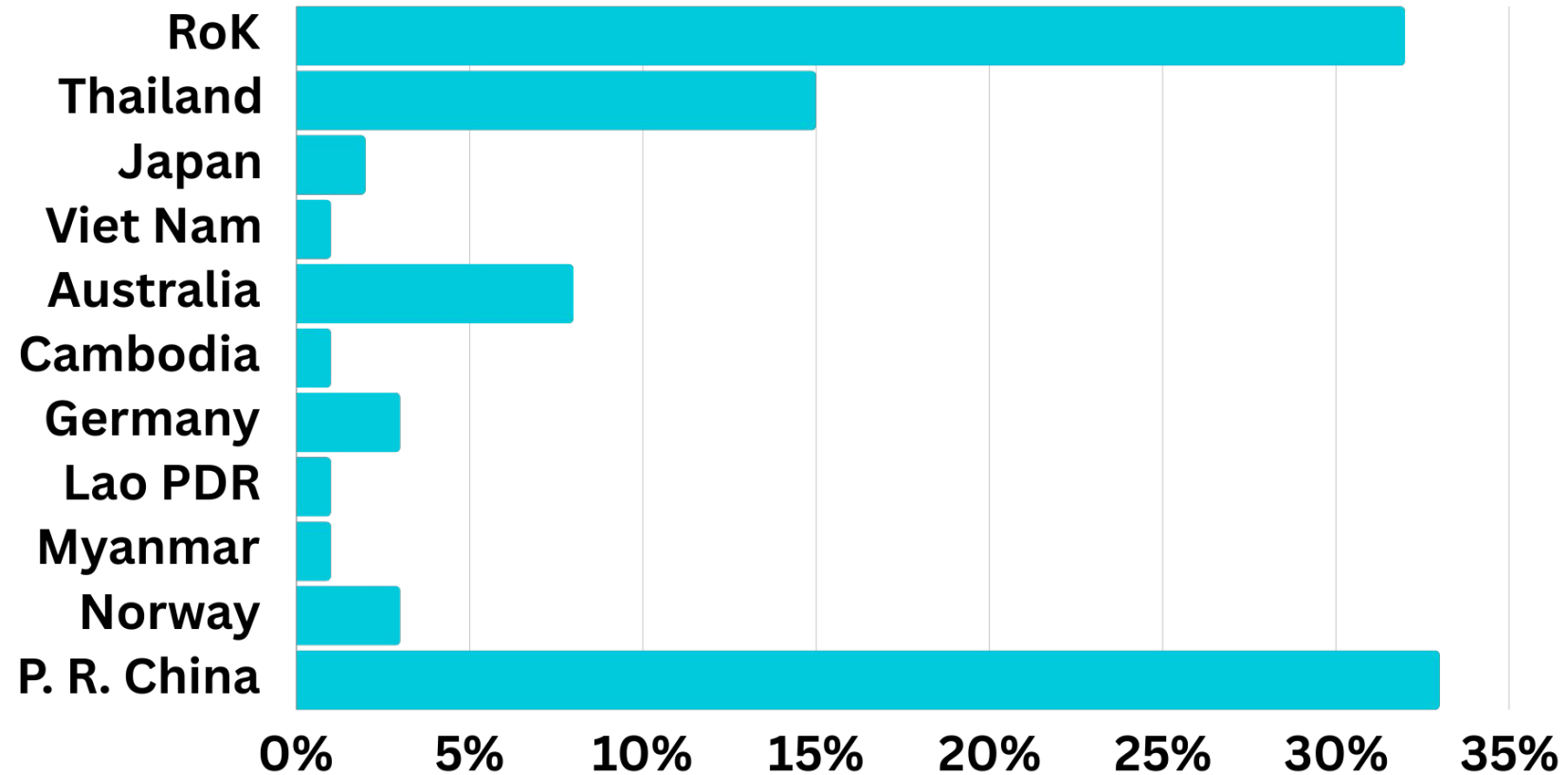


By Project



## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### 14 Projects Confirmed to be Implemented in 2024



## 6.3 Endorsement of MI's Work Plan and Budget 2024 and 2025

### Key Activities in 2025

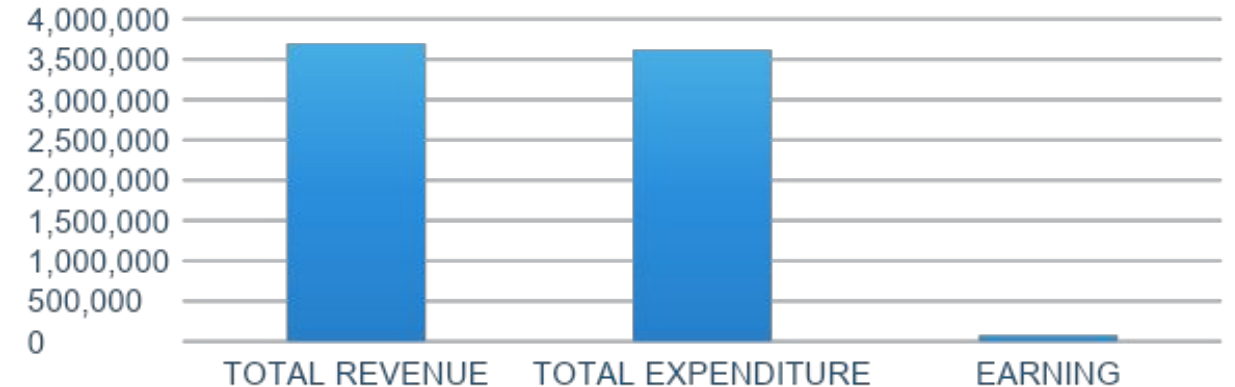
Programs	Institutional Strengthening
<b>TIFD:</b> Promoting Creative Industry for Heritage Tourism Development in the Mekong Region	Final Review of MI Strategic Plan 2021-2025
<b>TIFD:</b> Socialization Workshop on the Implementation Plan for the Framework for CLMV Development	Formulation of the new Strategic Plan for 2026-2030
<b>SEED:</b> The implementation of the triangular cooperation project on sustainable development in the lower Mekong Basin based on the Water-Energy-Food (WEF) Nexus	

No	Description	Annual Budget 2024	%
	<b>Program Revenue</b>		
1	Long term project	1,282,513	35%
2	Short term project	228,214	6%
3	One off activity	0	0%
	<b>Total Program Revenue</b>	<b>1,510,727</b>	<b>41%</b>
4	Country contribution	530,000	14%
5	Other revenue	12,000	0%
	<b>Total GMS Contribution</b>	<b>542,000</b>	<b>15%</b>
	<b>Total Revenue</b>	<b>2,052,727</b>	<b>56%</b>
6	Projected Opportunities funds for NZAP	700,000	19%
7	Projected Opportunities funds for P.R China	380,512	10%
8	Projected Opportunities funds for General	562,356	15%
	<b>Total opportunity fund</b>	<b>1,642,868</b>	<b>44%</b>
	<b>Grand Total including Opportunity Fund</b>	<b>3,695,595</b>	<b>56%</b>
	<b>Expenses</b>		
1	Project delivery cost	717,831	20%
2	Program administration expenses	1,083,393	30%
3	Business development	21,442	1%
4	Operation expenses	1,077,344	30%
	<b>Total Expenses for Program and Operations</b>	<b>2,900,010</b>	<b>80%</b>
5	Projected Expenditures from opportunities funds	638,290	18%
	<b>Earning (Deficit) before non-cash expense</b>	<b>157,295</b>	<b>4%</b>
6	Non-Cash Expense	84,000	2%
	<b>Grand total expense</b>	<b>3,622,300</b>	<b>100%</b>
	<b>Earning (Deficit) after non-cash expense</b>	<b>73,295</b>	<b>2%</b>

## MI Priority in 2024

- Seek support and approval **from NZAP** for a proposal on a new phase project; it should start from January 2024 and minimize the funding gap.
- Seek support and approval **from P. R. China** for proposals on annual grant support. The yearly grant support from P. R. China should be approved as the multi-year budget; it enables MI to prepare a multi-work plan according to MI's Strategic Plan and China's Purpose and Advice.
- **MI Workplan 2024**: implement the existing projects according to the plan
- **Fund Raising**: Develop concept notes and proposals, especially for long-term projects, to reach the targeted revenue from existing development partners and expand new opportunities from new development partners within GMS countries and beyond.
- **Approach our Council members** if there are new projects supported by each government that corresponds with MI's Strategic Plan

## ANNUAL BUDGET 2024





## ITEM 6.4

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### **Appointment of Sub-committee for 2023 Executive Director Performance Evaluation**

## 6.4 Appointment of Sub-committee for 2023 Executive Director Performance Evaluation



The MI Charter (Article 5.1.8) states that the Steering Committee must annually review the performance of the MI Executive Director and recommend to the Council to form a subcommittee to assess MI ED's performance in 2023 comprising the following members:

- 1.
- 2.
- 3.

Note: The tentative date for ED Performance Evaluation should be the end of January or the beginning of February 2024.

# ITEM 7

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- **Country Reports of Steering Committee Members**

# ITEM 7

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## Recommendations and Commitments of Steering Committee Member

# ITEM 7

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## Recommendations and Commitments of Steering Committee Member

# ITEM 7

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Recommendations and  
Commitments of  
Steering Committee Member

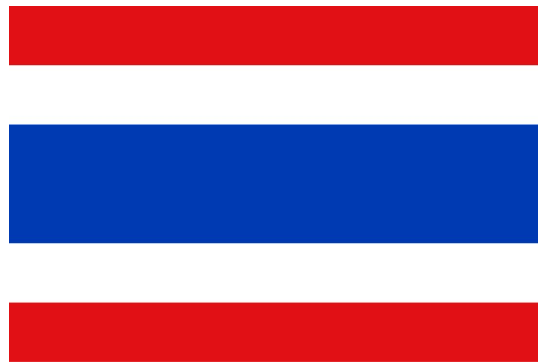
# ITEM 7

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Recommendations and  
Commitments of  
Steering Committee Member

# ITEM 7



Recommendations and  
Commitments of  
Steering Committee Member



# ITEM 7



Recommendations and  
Commitments of  
Steering Committee Member

# ITEM 8

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## Date and Venue of GB Meeting 1/2024

# ITEM 9

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## Other Matters

# Refreshment/ Break



# Summary and Conclusion of the Steering Committee Meeting No. 2/2023

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The Summary and Conclusion of the Special Steering Committee will be presented in a PDF file.



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