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## List of Abbreviations and Acronyms

ADC	Agricultural Development and Commercialization
ACMECS	Ayerawady-Chao Phraya Mekong Economic Cooperation Strategy
ASEAN	Association of Southeast Asian Nations
CD	Capacity Development
CKM	Communication and Knowledge Management
CLMV	Cambodia, Lao PDR, Myanmar, and Vietnam
CLMVT	Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand
GAP	Good Agricultural Practice
GMCA	Greater Mekong Community Affairs
GMS	Greater Mekong Sub-region
GS	General Services
HR	Human Resources
HRD	Human Resource Development
ICT	Information and Communication Technology
IGO	Intergovernmental Organization
IT	Information Technology
KOICA	Korea International Cooperation Agency
LFM	Logical Framework Matrix
LM	Lancang-Mekong
MEL	Monitoring, Evaluation, and Learning
MI	Mekong Institute
MI-CDM	MI Capacity Development Model
MOAC	Ministry of Agriculture and Cooperatives (Thailand)
OTOP	One Tambon (meaning sub-district) One Product
PROSAFE	Promoting Safe Food for Everyone
RBM	Results-Based Management
RF	Results Framework
ROK	Republic of Korea
SEE	Sustainable Energy and Environment
SP	Strategic Plan
SMT	Senior Management Team
TA	Technical Assistance
TICA	Thailand International Cooperation Agency
TOC	Theory of Change



## Executive Summary

This report describes the performances of MI in 2021 for the period of January to December. Apart from the regular planned activities, the report identified the changing context in the GMS in 2021 and how MI responded to those changes through its adopted activities under three Regional Development Themes- Agricultural Development and Commercialization, Trade and Investment facilitation, and Sustainable Energy and Environment, as well as its contribution to broader GMS/Mekong related Cooperation Frameworks through new partnerships. Key activities, outputs, and outcomes achieved in 2021 are clustered around MI's two main streams- Contribution to GMS Development and Institutional Strengthening according to the Results Framework of MI Strategic Plan 2021-2025.

Due to the unchanged pandemic situation, MI had to continue its activities mostly online based in 2021. MI organized 43 events under its implemented 39 projects during January-December 2021. Total 4,770 participants attended MI's 43 events -- training (21), workshop (13), forum (4), webinar (3), dialogue (1), and meeting (1). Among the projects implemented, 13 were long-term and 18 were short-term projects, and the rest eight were one-off activities.

This year, MI conducted four studies- i) Stocktaking on Consumer Awareness Campaigns for Food Standards and Safety in CLMV, ii) Study on the Impact of Projects Supported by Chinese Government for Lancang-Mekong Regional Development, iii) Study on China's Way of Utilization of Technology to Tackle Covid-19 Pandemic, and iv) Thailand Innovation and Technology Policy Research Study 2021. A policy paper was published on Rural E-Commerce Development in Lancang-Mekong Countries.

As of October, MI's total revenue was US\$ 1,500,555, achieving 74% of the target. This includes total revenue from long-term projects (US\$ 494,657), short-term projects (US\$321,580), customized activities (US\$196,779), GMS countries' contributions (US\$ 456,480), and other revenues (US\$ 31,059). MI's total expenses amounted to US\$ 1,526,654, covering expenses from project and program delivery (US\$ 860,689) and operation expenses (US\$ 582,367). Non-cash operation expenses (US\$83,598). MI recorded a net deficit of US\$26,099 as of October 31, 2021, but MI earns US\$57,499 excluded non-cash expense.

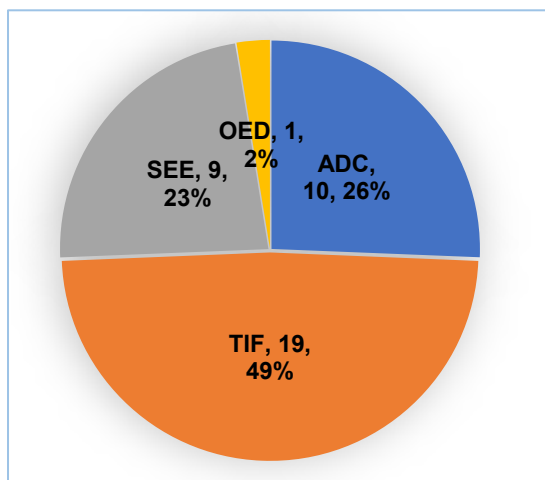
In 2021, GMS countries' contributions to MI amounted to US\$ 563,667; Cambodia, Lao PDR, and Myanmar increased their annual contributions.

End of the year, it has been forecasted that MI will incur earnings of US\$3,775, while total revenue and total expenditure are projected at US \$2,035,741 and US \$2,031,966, respectively. The MI earning decreased by US\$ 3,775 from US\$ 24,151 as reported in the revised 2021 Budget.

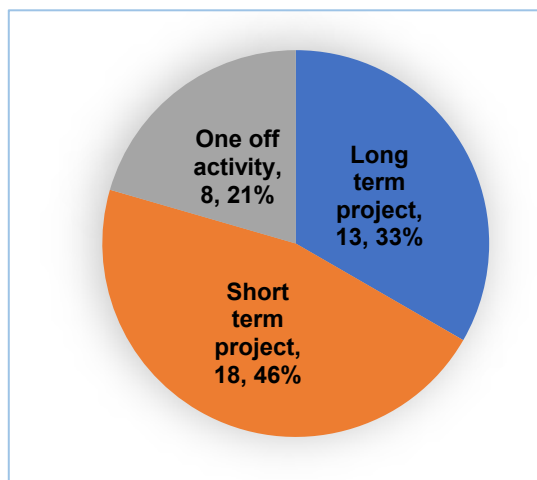
MI already has completed its first year of implementation of the new Strategic Plan 2021-2025. In the past 25 years, MI was heavily focused on organizing training, workshops and forums and focused on the short-term results only. Based on the guidance provided in the new Strategic Plan, this is the first time in the history of MI that it has adopted Results-Based Management and started to shift its focus towards achieving medium and long-term results. It has not been an easy exercise and a lot more required towards this new journey of greater contribution to the development of GMS.

## Overview of projects implemented by MI in Jan-Dec 2021

### Projects by MI

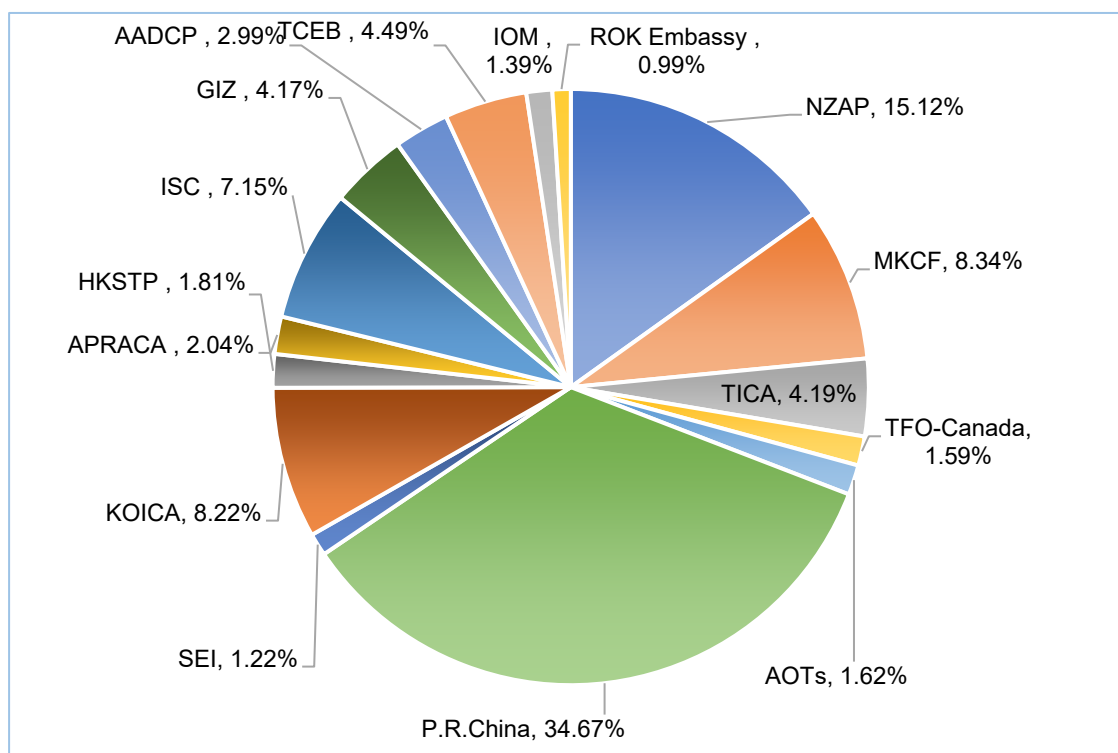


### Projects by Types



**39 projects implemented by MI during Jan-Dec 2021**

### Share of Total Project Budgets by Donors





## 1. Background

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 Vietnam. Mekong Institute 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.

In 2020, MI completed its implementation of the Strategic Plan (SP) 2016-2020. Following a rigorous consultation process with the stakeholders throughout 2020, MI developed its Strategic Plan for 2021-2025. The new strategic plan has three regional development themes- Agricultural Development and Commercialization (ADC), Trade and Investment Facilitation (TIF), and Sustainable Energy and Environment (SEE); three cross-cutting themes- Digital Economy and Innovation, Social Inclusion and Vulnerability, and Labor Mobility. Implementing Projects in Partnerships, Providing Advisory Services to GMS Governments, Development Partners, the Private Sector, and Civil Society, and Conducting Research for Policy Advocacy on Transboundary Development Areas will be the key implementing strategies over the next five years. Parallel to regular project implementation, based on the needs of the GMS member countries, the MI Flagship Program will also play an essential role in shaping MI's contribution to GMS.

Being aligned with the regional cooperation frameworks and latest development agenda, and considering the ongoing Covid-19 crisis, the new strategic plan has placed two main focuses for the next five years- i) Contribution to GMS Development by MI, and ii) Institutional Strengthening of MI in delivering the results. The plan has strongly emphasized developing a Results Framework (RF) and strengthening Monitoring, Evaluation, and Learning (MEL) system towards enhancing its institutional performances, assessing implementation progress, and achieving the results envisioned in MI Strategic Plan 2021-2025.

Following the recommendation of the Strategic Plan 2021-2025, MI has already developed a Results Framework (RF) to outline MI's means-to-end adapting and blending the concepts of Theory of Change and Outcome Mapping. The RF will be the concrete basis for tracking and measuring MI's contribution in bringing changes in capacity development, leadership, collaborative partnerships, and connectivity in the GMS.

Relying on its experience of the past 25 years working for the GMS development, cooperation, and integration, and considering the aim of its Strategic Plan 2021-2025, MI has recently developed a holistic capacity development model. The MI Capacity Development Model (MI-CDM) explains the logic of MI's capacity development initiatives and highlights the monitoring and evaluation mechanisms for measuring the results. The MI-CDM has highlighted the expected short-, medium-, and long-term changes and results in capacity and performances in four hierarchical levels, i.e., Individual, Organizational, Sectoral, and Regional (GMS) levels.

In the remaining four years of the implementation of new Strategic Plan, MI will gradually shift its focus towards Results-Based Management (RBM) through adopting a new strategic management approach contextualized for MI following its newly developed MEL Strategy incorporating a set of standard RBM tools, e.g., Theory of Change (TOC), Results Framework (RF), Logical Framework Matrix (LFM), MEL Plan, and Annual Work Plan, etc.

This annual performance report covers the key highlights on MI's achievement from January to December 2021.

## 2. Changing Context in the GMS and MI's Responses in 2021

### 2.1. Regional Development Themes

#### 2.2.1. Agricultural Development and Commercialization

Globalization has stimulated growing consumer demand for a wider variety of foods, resulting in an increasingly complex and longer global food chain. GMS countries are among the world's leading suppliers of agricultural products (rice, vegetables, fruits, coffee, aquaculture, among others). Agricultural production and providing sufficient food for the global population are inextricably linked with addressing food safety issues, health, and environmental concerns. Safe food production is becoming increasingly important for protecting consumers from the hazards of foodborne illnesses, which occur at different stages of the food chain, starting from the primary production to the consumption stage.

Over 60 percent of the region's 340 million inhabitants are engaged in small-scale agriculture, and over 90% of enterprises are small-medium enterprises (SMEs). The most serious challenges faced by smallholder production systems and SMEs in the region have been the costs of non-compliance with international food safety standards. Food regulatory infrastructures are inadequate due to limited resources and a range of agencies involved.

Food safety on the domestic market is also constrained by inadequate infrastructure and facilities, resulting in contaminated foods. Moreover, the geographic and socio-economic features of the GMS make them particularly vulnerable to climate change.

Thus, it is imperative to strengthen the resiliency of this sector, which is currently challenged by delayed rural-urban migration and restrictions in agricultural trade flows as a result of the COVID-19 pandemic.

#### **MI's Response:**

- To contribute to the advancement of sustainable development goals, MI has worked with development partners to deliver increased commercial agricultural production and safety benefits to government officials, smallholder farmers, and SMEs and strengthened sustainable food systems along the agriculture value chain. MI aimed to improve agriculture quality and safety to meet market requirements and increase market access.
- MI also addressed the climate change issue by working with AI developers and GMS partner governments to develop rice pest and natural disasters monitoring, forecasting, and warning system. The project aims to enhance the scientific climate knowledge of ML countries and improve coordination and communication channels for more effective rice production planning and management.
- In addition, MI correspondingly worked on food systems to achieve food security, safeguard public health, and promote economic growth in coordination with Thailand's Ministry of Agriculture and Cooperatives (MOAC).
- MI applied an integrated and tailored capacity development, dialogue, and advocacy to deliver holistic, comprehensive, synergetic, and multi-sectoral support to deepen further regional cooperation and integration against an unprecedented global health crisis.
- In 2021, MI also strengthened partnership with the local government in implementing several in-country activities, which increased their sense of belonging and adapted to the restriction due to the pandemic.

### 2.1.2. Trade and Investment Facilitation

The rise of digitalization in commerce has presented immense opportunities for digital-ready businesses. Still, it has been a challenge for those with less access to digital technologies or lower digital literacy. On the one hand, digital companies have grown, and on the other hand digital divide has increased.

New connectivity and trade facilitation initiatives such as China-Laos Railway, national single windows, automated customs systems and paperless trade, digital payments, and signature are making the lives of businesses easier but posing challenges for businesses and government officials with less understanding of the systems.

The abrupt fall in tourist arrivals and resulting demand plunge in the tourism sector due to COVID-19 has caused millions of job losses and economic hardships and wiped out many firms, especially the micro, small, and medium-sized enterprises that had catered to tourists or in related industries.

#### **MI's Response:**

- MI has modified and suitably adjusted its approach to include relevant topics in its project interventions or adapted the themes of the projects to respond to the changing situations.
- MI has also responded to requests by donors and partners to make modifications in themes and modes of its project interventions. Thus, themes such as post-pandemic recovery have been widely incorporated in MI's project interventions.
- Further, topics such as e-commerce, MSME development, technology and innovation, sufficiency economy in microfinance environment, social and governance (ESG), trade policy and new generation trade agreements, national single window have been taken up by MI through different project interventions.
- The mode of operation has been shifted online with a series of online training programs, action plan implementation, workshops, I, research, stakeholders' consultations, and business events implemented and planned for 2021.

### 2.1.3. Sustainable Energy and Environment

The pandemic has brought a mixed picture of the energy and environment landscape in the region. It was seen that the slowdown of industrial activities and new normal restrictions has led to improvement in air and water quality and a decline in energy consumption. On the one hand, the experts are cautious that the post-pandemic will create bigger problems on waste management and hazard disposal whereas the industries could use cheaper fossil fuels to make the fast return after some years of hiatus.

#### **MI's Response:**

- In times of uncertainty, MI exerted more efforts in promoting energy transition by supporting regional dialogues and exchanges on smart technologies, sharing information, policies, and market instruments. MI launched a webinar on Powering Energy Transitions in the GMS on March 23, 2021. Over 400 people across the GMS have joined this MI's online via Zoom and Facebook.
- MI pivoted rapidly towards different and additional needs of the GMS countries while coping with COVID-19. In 2021, MI newly launched poverty alleviation and digitalization projects to support GMS countries in tackling the challenges of emerging "new poor" and "digital divides" intensified by the pandemic.
- In the face of dramatic pandemic- and- technology-induced changes in society, the problems of inequalities intensified. Thus, integrated the principles of social inclusion into ongoing departmental capacity development programs to promote the accessibility

of the most vulnerable to public services. In the training programs on gender equality and women empowerment, MI promoted effective social protection, strengthening data-driven targeted interventions and policies for women and all forms of gender in society.

## **2.2. MI' Contribution to Broader GMS/Mekong related Cooperation Frameworks**

### **2.2.1. Mekong Korea Cooperation Fund (MKCF)**

MKCF is one of the cooperation mechanisms among the five Mekong countries (Cambodia, Lao PDR, Myanmar, Thailand, and Vietnam) and the Republic of Korea (ROK). MKCF was established in 2013 to encourage and support cooperation among five Mekong countries (Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand) through an annual contribution from the Republic of Korea (ROK). MI manages this fund, monitors the progress of the approved projects, and provides technical assistance in implementing the projects.

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) Infrastructural (e) Information and Communication Technology, (f) Environment, and (g) Non-Traditional Security Challenges.

In 2021, the implementing partners of the MKCF have continued to implement 12 projects in CLMVT: Cambodia (2), Lao PDR (3), Myanmar (4), Vietnam (1), and Thailand (2). USD 372,856 was released for the three of the ongoing projects of Lao PDR, Thailand, and Vietnam this year. Moreover, MKCF has selected five new projects for each CLMVT country with a total budget allocation of USD 2,165,169 in 2021.

### **2.2.2. GMS Knowledge Network**

On request of the GMS Secretariat, Mekong Institute has been playing the role of the GMS Knowledge Network Coordinator, intending to develop, coordinate, peer-review, and disseminate policy briefs and regulatory frameworks in supporting the GMS members achieve their development objectives. The network is a response to requests by GMS countries to create a platform for knowledge sharing and dissemination in critical areas and sectors relevant to GMS development. The network supports the implementation of GMS Long-term Strategic Framework 2030. The broad objective of the network is to provide expertise, stimulate discussion, and raise awareness on relevant and emerging issues in the GMS.

This initiative would strengthen partnerships among the GMS countries (Cambodia, Lao PDR, Myanmar, Thailand, Viet Nam, and two autonomous provinces in P.R.–hina -- Yunnan and Guangxi). In the long term, the network will help facilitate the process of regional cooperation and integration toward achieving the GMS member countries' shared vision of an integrated, prosperous, equitable, and sustainable GMS. The network will enhance the understanding and awareness of policymakers and the public regarding important regional sectoral and thematic issues and will support GMS members in their development efforts.

### **2.2.3. Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy (ACMECS)**

Anchored on the principles of seamless connectivity, synchronized trade and investment, and smart and sustainable development, the five-member countries started to lay the groundwork to fulfill their vision of "Building ACMECS Connect by 2023." Initial implementation of the ACMECS Master Plan 2019-2023 has produced promising progress in shared energy and power grids, harmonized customs regulations and procedures, cohesive water and resource management systems, as well as broader adaption and access to technologies. Mekong Coordinating Unit (MCU), the Ministry of Foreign Affairs, Thailand, has been tasked with conceptualizing mechanisms, identifying and listing prioritized projects, engaging partners, and monitoring and evaluating the ACMECS projects. MCU has tapped MI considering its 25 years of services in capacity development in the region and its role as fund manager of the

Mekong-Republic of Korea Cooperation Fund (MKCF). MCU seeks MI's services in program development, project management, fund management, partnership and resource mobilization, research development, communications, knowledge management, and monitoring and evaluation to support the formation of the ACMECS Interim Secretariat. Although the contract agreement between MCU and MI is yet to be signed, hopefully in 2021.

### **3. Key Activities and Outputs in 2021**

#### **4.1. Regional Development Themes**

##### **4.1.1. Agricultural Development and Commercialization (ADC)**

###### **Food Safety, Postharvest Management, and Market Access**

Since 2018, the Promoting Safe Food for Everyone (PROSAFE) Project, supported by New Zealand Aid Programme (NZAP), has been working for strengthening the human resource capacity of local governments, private sector actors, and academic institutions in Cambodia, Lao PDR, Myanmar, and Viet Nam (CLMV) to address regional and local food safety challenges and issues and promote food safety standard to meet regional and international market requirements. Ultimately, the project hopes to strengthen the collaboration among key food safety actors and implement integrated mechanisms leading toward significant changes in food safety perception and practices in the region.

In 2021, MI continued to roll out innovative courses on safe food and provided enhanced post-training support through local action plans and activities implemented by CLMV training alumni and partners. As of November 2021, MI completed one international, six regional, and three national training courses on food safety under the PROSAFE project. Moreover, MI organized an international training course sponsored by Thailand International Cooperation Agency (TICA) to address regional and local food safety challenges and issues and promote food safety standards to meet regional and international market requirements. Total 237 participants attended the training; 72 were from the public sector, and 165 were from the private sector from Cambodia, Lao PDR, Myanmar, Thailand, Vietnam, and some other countries.

MI worked on strengthening interministerial and intersectoral collaboration in the region to address the most pressing food safety issues. During this reporting period, the PROSAFE team adopted new strategies to complete this output under the current circumstances. Specifically, two national forums were organized in partnership with local project partners. These hybrid events were conducted in two countries: Lao PDR and Vietnam, where total 80 local participants attended on site while the MI team and some invited speakers and panelists participated remotely via Zoom.

###### **Sustainable Food Systems**

MI correspondingly worked on Food System to achieving food security, safeguarding public health, and promoting economic growth. On June 17, 2021, MI and Thailand's Ministry of Agriculture and Cooperatives (MOAC) co-organized a "Food System Dialogue in the Northeastern of Thailand". The dialogue brought together 42 high-level representatives from MOAC, as well as leading food and agriculture stakeholders from Northeastern Thailand and development partners, who each identified sector priorities in strengthening food production, processing, distribution, and waste management to better address increasing market demands and changing consumption patterns against rapid population growth and available resources. The dialogue the meeting was also an opportunity to mobilize public-private investments to sustain food systems transformation for the enhancement of facilities, services, and infrastructure that can solidify Northeastern Thailand's position as a gateway to the GMS. Findings from the activity were consolidated into a report in preparation for the Global Food Systems Summit in August 2021, where Thailand representatives presented the progress of the country's food systems.



Further to the dialogue, MI is also developing a project proposal and seeking for partners on sustainable food systems initiative that can advance climate, development finance, health, and other priorities to support the realization of Sustainable Development Goals.

### **Climate-Smart Agriculture**

Under the Mekong-Lancang Cooperation Special Fund funded project on “Development of Rice Pest and Natural Disasters Monitoring, Forecasting and Warning Center for Sustainable Rice Production under Climate Change in the Mekong-Lancang Subregion”, MI with the Rice Department of Thailand Ministry of Agriculture and Cooperatives organized an Online Regional Workshop on “AI-based Monitoring, Forecasting and Warning of Natural Disasters and Rice Pest Outbreak” on September 1-2, 2021 for 37 participants from relevant governments officials of six of ML member countries. The main objective of the project is to develop rice pest and natural disasters monitoring, forecasting and warning center in Mekong-Lancang countries for sustainable rice production under climate change. The project aims to enhance the scientific climate knowledge of ML countries as well as improve coordination and communication channels

MI conducted a research and recommendations on “Consumer Education and Awareness Campaigns (CEAC) on Food Standards and Safety in CLMV” with the support of GIZ to help identify and mobilize expertise and best practices among ASEAN Member States (AMS) to strengthen CAEC on food standards and safety in the CLMV, subsequently enriching ASEAN regional knowledge base. The study was published in an GIZ website<sup>1</sup>

### **4.1.2. Trade and Investment Facilitation (TIF)**

#### **Enhanced sustainable and smart tourism development in the Mekong region**

Two trainings were conducted under MKCF funded long-term project in 2021 to enhance sustainable and smart tourism development in the Mekong region. The first regional training was on “Designing and Building Digital Interactive Infrastructure to Seize Opportunities in the Post-Pandemic World” organized on March 15-19, 2021, with a total of 37 participants. The second training on Smart Sustainable Tourism Development and Business Outreach was held on July 14- August 13, 2021, which aimed to nurturing Mekong smart creators by learning and practicing savvy ICT skills to respond to trends of ‘New Normal’, support trainees and local SMEs to tap into Korean market and extend business horizon, discuss how to open and operate direct sales and marketing platforms, and benchmark creative and successful entrepreneurs by online meetings with CEOs for sharing best practices. 39 participants attended the training.

#### **Promoted investment opportunities of the economic zones in Lancang-Mekong Countries**

As part of the long-term project on Joint Development of Cross-Border Special Economic Zones (LMC) in 2018-2021, six (6) National Workshops and a Regional Synthesis and Evaluation workshop on Investments Opportunities in Economic Zones of Lancang-Mekong Countries were organized during September to October 2021, to obtain insights and information on investment rules and opportunities and potential investors’ perspectives in economic zones (EZs) against the backdrop of the Covid-19 pandemic. The six national workshops shared the investment policy suggestions for further advancing trade and cooperation in connection with cross-border special economic zones and relevant impacts and preparation for COVID-19 recovery on trade and investment opportunities and policy in EZs in the six Lancang-Mekong countries. Over 7,000 participants attended the national workshops as summarized below.

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<sup>1</sup> [https://www.asean-agrifood.org/wp-content/uploads/2021/06/02\\_Consumer-Education-and-Awareness-Campaigning-Guidelines.pdf/](https://www.asean-agrifood.org/wp-content/uploads/2021/06/02_Consumer-Education-and-Awareness-Campaigning-Guidelines.pdf/)

Followed by the six National Workshops, a two-day Regional Synthesis and Evaluation Workshop (S&E) on Investment Opportunities in Economic Zones in Lancang-Mekong Countries and Country-wise Action Plans Implementation organized on October 11-12, 2021 through online platform to share and discuss the results of outputs and outcomes of two core activities in 2020 and 2021, i.e. (i) country-wise Action Plans (APs) under the two weeks Modular e-Training Program on “Measures for Management and Promotion of Special Economic Zones” from August 10 to 21, 2020. and (ii) National Workshops on Investments Opportunities in Economic Zones in Lancang-Mekong Countries conducted in September – October 2021. A total of 48 participants attended the workshop.

### **Facilitated the upgrading of border facilitation for trade and logistics development in Lancang-Mekong Countries**

As part of the Lancang-Mekong Cooperation funded long-term development project, a Modular Training Program on “Facilitating Cross-Border Electronic Transactions and the Use of Electronic Signatures” and a study on “Core Trade Infrastructure and Facilities in Border Areas of the Lancang-Mekong Countries” have been conducted in 2021.

The Modular Training Program on “Facilitating Cross-Border Electronic Transactions and the Use of Electronic Signatures” including 10-day virtual training sessions, action plan implementations by participants and synthesis and evaluation workshop were held from March 1-12 to August 2021. 41 participants from the six Lancang-Mekong countries participated in the training program. Following the conclusion of the training, 24 participants – four from each country- drafted country action plans to organize workshops, draft a handbook, strategy and conduct research study on facilitating electronic transactions and payments in respective countries.

The online synthesis and evaluation workshop were organized on August 24, 2021, to discuss the outcomes of action plan implementation by participants, receive feedback on the modular training cycle from and seek inputs on future work program of MI were taken from the training participants was held. The participants reported results of their national workshops in Cambodia and Thailand, a handbook on electronic payments and signatures circulated among 150 enterprises in Vietnam, and a Lao PDR research study on the “Impacts of a National Single Window on Economic Operators”. 18 participants attended the half-day workshop.

### **Concluded the capacity building program of MI for national coordinators of Lancang-Mekong Cooperation**

A dissemination workshop of the Study on Connectivity Issues for Enhancing Coordination among the Mekong-Lancang Countries was organized under the Lancang-Mekong Cooperation funded long-term development project on April 30, 2021. The initial findings and the results of the Study on “Connectivity Issues for Enhancing Coordination among the Mekong-Lancang Countries” were shared to 80 representatives of the LMC coordinating officials from each of the MLC Countries and other stakeholders involved in connectivity issues in the ML countries, as well as, obtained feedback and recommendations for enhancing effective coordination among the MLC units and relevant agencies involved in connectivity issues in ML countries.

### **Enhanced capacity of Women-led SMEs and trade promotion officers on e-commerce**

As part of the three-year (2020-2022) capacity building project of Korea International Cooperation Agency (KOICA) supported long-term development project on “Market Access Through E-Commerce Promotion for Women-Led SMEs”, the second Online Modular Training Program on Entrepreneurship Development Through E-Commerce Promotion kicked off on September 13 by MI for promoting women-led SMEs to access global market via e-commerce. The modular training program aims to enhance the capacity of women-led SMEs and officials of trade promotion organizations and business development service (BDS) providers to explore business opportunities in global market, including Republic of Korea, through e-

commerce. A total of 23 participants from Cambodia, Lao PDR, and Vietnam, are attending the training program from September 13 to November 26, 2021.

### **Enhanced awareness of Sufficiency Economy in Microfinance for SMEs Development**

An International Training Course was held on May 10-21, 2021, with the support of Thailand International Cooperation Agency (TICA). 47 participants from South Asia, Southeast Asia, African States and countries of the Pacific Islands attended the training. The goal of the training program was the enhancement of knowledge and skills on sufficiency economy and microfinance by enhancing their capacity development, fostering and sharing of relevant experience and information. The participants gained knowledge and skills delivered and shared by team of international and national experts with a profound knowledge and experience in microfinance. After the completion of the training, the participants reported that dissemination acquired knowledge for developing curriculum, research, writing book/article and sharing information with colleagues will be implemented in their respective countries. One recommendation emerging from the workshop is cooperation between SMEs should be encouraged on export-import activities and technology development to support their development.

### **Enhanced understanding of Trade Policy for ASEAN Members**

A virtual international workshop was organized on April 19-30, 2021, with supported of Thailand International Cooperation Agency (TICA). 19 participants from seven ASEAN countries participated in the workshop, which highlighted the importance of ASEAN and the facilitation of trade and investment through a better understanding of policy makers and practitioners in government sectors in trade policy development process as to enhance knowledge on development of trade policy and implication of Covid-19 outbreak. The participants of e-workshop gained knowledge and skills through a team of resource persons and instructors comprised of international and national experts. One of the recommendations of the workshop was a mechanism should be established for holding dialogues to develop trade policy procedures in the ASEAN countries.

### **Created networking platform to seize opportunities of logistics and infrastructure potential in the Eastern Economic Corridor**

A hybrid logistics forum was organized on March 25-26, 2021, cohosted by MI and the Thailand Convention and Exhibition Bureau (TCEB). The goal of the forum was to support the enhancement of logistics and transportation programs and processes for a stronger regional synergy and to serve as a continuing platform for networking and knowledge exchange to advance the application of innovative technologies and strategies. The activities included a press conference prior to the forum and, product exhibition, networking, business matching and site visit as part of the forum. 132 international and regional delegates from government, development organizations, transport and logistics companies, technology suppliers, manufacturers, research and development centers attend the Logistics Forum. 23,540 audience members were reached through livestreaming of the Logistics Forum to the public in the GMS and beyond. One of the learnings at the Forum was long term collaboration and partnership should be promoted among the GMS countries on opportunities in smart logistics and infrastructure to support the growth of e-commerce.

### **Facilitated partnership between the Mekong countries and the Republic of Korea**

A Mekong-ROK Forum was organized on October 1, 2021, with the support of the Embassy of Republic of Korea in Thailand to discuss 10 years' partnership between the Mekong countries and the Republic of Korea. It was a strategically important forum for MI as it placed MI firmly within the sphere of discussions and developments within the context of sub-regional frameworks. The objective of the Regional Forum was to share insights and perspectives achievements and progress of RoK-Mekong cooperation and the importance of the three pillars in the New Southern Policy as foundations of Mekong-ROK Cooperation. Through this



Forum MI reached 300 people in Asia, Europe, North and South America, Africa and Australia. Through Facebook and YouTube about 3000 more people were reached at first instance.

**Conducted study on the Thailand Innovation and Technology Policy, through the HKSTP Commissioned Study in February-April 2021**

A research study on Thailand innovation and technology policy through desk review and stakeholders' consultations was conducted. Recommendations and implementing mechanisms for improving bilateral trade and investment between Hong Kong and Thailand on technology and innovation sector were included in the final version of the report. Among the recommendations are that technology-based industry supply and value chains should be built/strengthened between Thailand and Hong Kong to enable companies to serve the Mekong region and the Greater Bay Area.

**Conducted study on Integrating Human Mobility into Cross-border Trade, Trade Facilitation, and Border Management in the Greater Mekong Subregion in March-June 2021, commissioned by International organization for Migration (IOM)**

The aim of the research was to identify challenges to socio-economic recovery to aid ongoing IOM policy, operational responses, and partnerships in the region that integrate human mobility, border management, and trade facilitation responses in the current and post COVID-19 world. Some of the recommendations of the study was that coordination should be enhanced between cross-border security officials and health officials to discourage irregular crossings of people and goods, digital infrastructure and e-services should be improved to be accessible by the small traders and, targeted financial and non-financial assistance to small traders and other disadvantaged groups at the border areas should be provided.

**Conducted study on Environmental, Social and Governance (ESG) landscape in food processing, textiles, electronics and hard good sectors in Cambodia, Thailand, and Viet Nam (CTV) in August-October 2021, ISC-USAID commissioned study**

The aim of the study was to promote ESG across supply chains in selected manufacturing industries of Cambodia, Thailand and Viet Nam by documenting and analyzing ESG practices in these industries. The initial findings show many regional organizations and frameworks, and private sector entities are active in ESG in the Mekong region. Some of the cross-border ESG issues that can be taken up in future programs are cross-border migration and, waste mitigation and recycling. Gender equality and social inclusion is a cross-cutting theme of the study. The study would also provide recommendations on sourcing according to ESG criteria through supply chains of these countries.

**Facilitated establishing a Women in Trade (WIT) Knowledge Platform to boost access of women-led or owned MSMEs from Cambodia and Vietnam to global markets through the TFO Canada funded long-term research project (September 2020-December 2022)**

The aim of the research project was to establish a multi-stakeholder platform of researchers, civil society organizations, women-led SMEs, and trade support institution, and promote research, policies, and practices to increase participation of women in global trade and produce knowledge, evidence and practical recommendations on how to boost access of MSMEs to global markets so as to empower the vulnerable groups. The following activities have been implemented in 2021.

**Conducted study on Implementation of National Single Window and ASEAN Single Window in the Mekong Countries, the AMEICC Secretariat supported short-term research study**

This project aims to do the research survey to provide recommendations for effective involvements of key stakeholders to achieve full operationalization of NSWs and their interoperability with the ASW in four Mekong countries (Cambodia, Lao PDR, Thailand, and Viet Nam). As part of the study, a comprehensive desk review will be undertaken on the status, issues and challenges of NSWs of each country and linkages with ASW. Stakeholder survey

and consultations will be undertaken to obtain more nuanced and specific information on the topics. Stakeholders will include line ministries, customs departments, ministries of commerce and/or trade, and representatives of selected industry sector groups such as Chambers of Commerce and Industry, shippers/logistics service providers/freight forwarders, traders, exporters, and importers and so on.

### **Evaluated MI's contribution to green freight and logistics development in Mekong countries**

MI conducted the Project Evaluation of Green Freight and Logistics Development in Mekong Countries from March to June 2021 under MKCF funded long-term project. A report was prepared with inputs through a survey with 31 respondents. The report concluded most project activities had fully met the expectations. One of the key recommendations was that more experts should be engaged in data analysis, programming and for setting technical parameters for developing online databases or software. Final Technical Working Group Meeting and Dissemination Workshop of Final Project Evaluation was held on June 30, 2021. A total of 62 participants joined the meeting and workshop from private, public, associations/federation and academia in CLMVT.

Some recommendations and lessons learned during the meeting include: (i) proposing MI as the freight transport and logistics information hub in Mekong region, (ii) The importance of incentive(disincentive) policy, strategic plan, stakeholders' commitment in mainstreaming sustainable freight and logistics industry in Mekong region, (iii) adoption of training materials developed by MI to localized training, (iv) The importance to have common ICT platform to support environment friendly policies in transport and logistics, (iv) Capacity development needs on multimodal transport, e-commerce logistics both for public and private sectors.

### **Evaluated MI's contribution on Rural E-Commerce Development in Lancang-Mekong countries**

An evaluation was conducted for the project under the Lancang-Mekong Cooperation Special Fund (LMCSF). The findings were disseminated to stakeholders. Among the recommendations of the final report are that Rural E-commerce Advisory Councils with key players from the private sector should be formed in the LM region and enabling environments should be created by the countries by ensuring regulation of e-commerce activity, fair competition, rural infrastructure development, and capacity building for rural communities, including training in digital and non-digital skills.

#### **4.1.3. Sustainable Energy and Environment (SEE)**

Under the newly founded SEE department, strategic planning was conducted, energy portfolio was developed, and MI actively involved in promoting energy transition while securing partnerships on future energy and environment programs. New partnerships were developed with International Skill Development Institutes (IISD) for supporting employability of the regional workforce, DEPA (Digital Economy Promotion Agency- Thailand) for promoting digitalization in the region. Furthermore, SEE strengthened partnership with Shenzhen Foundation for International Exchange and Cooperation (SFIEC, China)- for innovation and exchange programs, and CSG, China for energy and power programs.

#### **Strengthened public-private partnership in skill development**

Due to the ongoing political situation, most projects could not secure the action plan implementation of Myanmar participants. Amid the crisis, the participants from the project, supported by TICA, on "Improving Institutional Capacities for Promoting Employability in the Greater Mekong Subregion" organized an online webinar on "School-Industry Partnership" on September 14, 2021. The objective of the workshop was to identify how to promote engagement of industries in skill development education so that it could effectively respond to the market needs. A total number of 238 participants coming from Ministry of Education and Ministry of Labour, Immigration and Population and business association (UMFCCI) attended

the event. As an output, the skill providers agreed on develop industrial mapping around their areas of their schools to revitalize school-industrial engagement.

### **Capacity Building for Regional Economic Integration and Innovation for Free Trade Zone Development in the Lancang-Mekong Region**

MI organized an online training on “Capacity Building for Regional Economic Integration and Innovation for Free Trade Zone Development in the Lancang-Mekong Region” from March 22 to April 2, 2021. A total of 35 government, academic researchers, and private sector representatives from Cambodia, P.R. China, Lao PDR, Myanmar, Thailand, and Vietnam were exposed to international and regional concepts and practices on free trade zone (FTZ) development, with focus on P.R. China’s pilot program to equip participants in contributing to future economic zone development in their respective Lancang-Mekong countries. The online sessions also included activities that would help enhance participants’ cross-cultural communication skills for wider interaction and collaboration among Lancang-Mekong region nationals.

### **Powering Energy Transitions in the GMS**

Since 2015, MI has been promoting power connectivity by linking GMS energy officials with global experts to help Cambodia, P.R. China, Lao PDR, Myanmar, Thailand, and Vietnam achieve technological readiness in meeting global renewable energy benchmarks. In line with MI’s commitment to enhance knowledge-based policies and actions towards green and resilient economies for a sustainable GMS, MI’s newly launched Sustainable Energy and Environment Department, in cooperation with the Embassy of the Federal Republic of Germany and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), organized a webinar on “Powering Energy Transitions in the GMS” on March 23, 2021.

Efforts to accelerate energy transition for climate protection and energy security was showcased at this MI’s first webinar on energy transition. Over 400 peoples all across the GMS have joined this MI’s online via Zoom and Facebook. Four senior officials and experts presented perspectives and opportunities for government, the private sector, business community, and civil society to support the GMS energy sector in the coming years. Based on the discussion of webinar and pervious experience, a MI’s energy project portfolio was developed.

### **Gender Equality and Women Empowerment: Sharing Thailand’s Experiences and Practices**

MI and TICA opened the international online training program on “Gender Equality and Women Empowerment: Sharing Good Practices and Experiences” on June 7, 2021 as part of continuing efforts to enhance governance and accountability towards gender balance. About 71 government officials from 19 countries representing the ministries of education, planning, international relations, foreign affairs, and social welfare and development, as well as agencies spearheading campaigns on social inclusion, gender equality, and child protection enrolled in the interactive two-week sessions. Mr. Suriyan Victchien, MI Executive Director, explained that the training program was designed to help policy makers and implementors advance gender-sensitive public policies and services to increase women’s participation in government and to enable women’s fair access to public decision-making. “To strengthen our gender-responsiveness, we must work together to better understand how formal and informal policies, practices, and procedures across institutions can break gender-based stereotypes,” he said.

### **Enhancing Private Sector Engagement in Improving Employability of CLMV Workforce**

MI and TICA invited 40 representatives from the ministries of labor and education, Technical and Vocational Education and Training (TVET) institutes, universities, think tanks, as well as industrial and employer-employee associations from Cambodia, Lao PDR, Myanmar, and Vietnam to attend the “Regional Public-Private Consultative Workshop on Enhancing Private Sector Engagement in Improving Employability of the CLMV Workforce” on June 21 and 22,

2021 via online conference system. The workshop covered two days of live sessions. Materials such as reference documents, PowerPoint presentations, quizzes, exams, among others, will be provided. Following the completion of the online workshop, participants would implement his/her action plans of knowledge and skills sharing in their home countries.

### **Promoting Gender Equality and Women Empowerment in the Lancang-Mekong Region: Sharing Good Practices and Experiences**

MI convened 39 government officials and development leaders to exchange good practices and lessons learned on promoting gender balance at an online training program from July 12 to 23, 2021. Supported by the People's Government of Yunnan Province of P. R. China, the "Promoting Gender Equality and Women Empowerment in the Lancang-Mekong Region: Sharing Good Practices and Experiences" program builds on MI's ongoing efforts to broaden understanding of gender equality initiatives and implementation, such as applying the gender lens in planning and budgeting programs for more holistic impacts across the Mekong region. This is MI's fourth program on social inclusion in 2021. In this instance, MI facilitated discussions on initiatives by countries such as China and Thailand in advocating gender equality, women economic empowerment, as well as cultivating women leaders for fair political representation.

During the two-week course, participants from the ministries of women's affairs, planning, international relations, foreign affairs, and social welfare and development, as well as several organizations advocating gender rights and child protection in Cambodia, P.R. China, Lao PDR, Myanmar, Vietnam, and Thailand also presented their experiences in establishing protection mechanisms against gender-based violence and efforts in institutionalizing responsive budgeting practices for the equitable allocation of public resources to systematize gender mainstreaming.

### **Capacity Building on Technology and Innovation Policy Development in the Lancang-Mekong Region**

MI organized a Synthesis and Evaluation Workshop of Capacity Building on Technology and Innovation Policy Development in the Lancang-Mekong Region on August 13, 2021 from 08.30 to 12.00 hrs. via Zoom. Supported by the Chinese Government, the workshop aimed to reflect on action plan implementation as well as discuss the further steps supporting the technology and innovation policy development in the country and the region, particularly how the collective response could take in the time of Covid-19 pandemic. The discussion results were considered as the inputs for the following-up project proposal in the future. It is the last component of the project of Capacity Building on Technology and Innovation Policy Development in the Lancang-Mekong Region. In total, 28 representatives from government and academia from Cambodia, Lao PDR, Myanmar and Vietnam will attend the said workshop.

### **Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences**

#### **A. Expert Consultation Workshop:**

Continuing its mission to support the long-term recovery of the Lancang-Mekong subregion, MI pooled best strategies in designing sustainable mechanisms to protect development gains, while targeting multidimensional socioeconomic needs of those gravely impacted by the protracted global health crisis.

Supported by the Government of the People's Republic of China, the activity was completed under the newly launched Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences project. Government officials and experts representing Cambodia, P.R. China, Lao PDR, Myanmar, Vietnam, and Thailand. Recommendations were made to optimize existing regional frameworks such as the Lancang-Mekong Cooperation Fund and the Belt and Road Initiative to ensure synergies in investments, expand private

sector engagement for more coordinated and impactful results, and strengthen the collection and interpretation of targeted data systems.

## **B. Webinar**

a webinar on “Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences” was organized on December 1, 2021. The main objectives of the webinar are to strengthen regional dialogue in support of eradication extreme poverty by 2030, and contribute to improving sub-regional cooperation for inclusive Socio-economic Recovery in preparation for the post-pandemic future. A total of 50 participants CCLMV countries joined the webinar.

## **C. Modular Training**

The training on “Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences” was organized on December 13-14, 2021. The ultimate goal of the project is to contribute to the regional socio-economic recovery by sharing successful approaches and lessons-learned in targeted poverty alleviation. A total 25 participants from CLMVT countries joined the training.

### **Fostering Digital Connectivity: Sharing Experiences and Best Practices in Lancang-Mekong Countries**

With the support from the People’s Government of Yunnan Province, China, MI organized the workshop on “Fostering Digital Connectivity: Sharing Experiences and Best Practices in Lancang-Mekong Countries”. The workshop took place on December 20-22, 2021. This is the project’s inaugural workshop, aimed at equipping, deepening, and stock taking issues related to digital connectivity among MSMEs from various key stakeholders to ensure that digitalization benefits everyone and advances the SDGs despite pandemic in the Lancang-Mekong countries. A total of 36 participants from CCLMVT countries joined the workshop.

### **Conducted study on “Leveraging Technology to Fight COVID-19: The China Experience and Collective Subregional Response**

Mekong Institute (MI) and the Permanent Mission of China to UNESCAP underscored the value of technology to mitigate the spread of the pandemic by launching a report on “Leveraging Technology to Fight COVID-19: The China Experience and Collective Subregional Response” on June 28, 2021, with the online participation of 560 nationals from the GMS and beyond via Zoom and Facebook. The event showcased findings and recommendations from a completed three-month research study on how P.R. China’s application of big data, artificial intelligence, and unmanned aerial vehicles helped flatten the curb during peak surges in the country. The discussion also included the region’s collective socioeconomic response to the pandemic, particularly how these have transformed the health landscape with new and refined capabilities in risk management preparedness.

The summary report on the Study on China’s Way of Utilization of Technology to Tackle COVID-19 Pandemic, which was completed with support from the Government of P.R. China, is currently being disseminated in government and academic offices across the Lancang-Mekong region. A video presentation summarizing key findings and study results was also released to shore broader public understanding of the merits of technology.

## **4.2. Cross-cutting Themes**

### **4.2.1. Digital Economy and Innovation**

To facilitate innovation, ICT adoption and digital transformation of economics in support of readiness towards 4IR, MI launched the following initiatives:

- Capacity Building for Regional Economic Integration and Innovation for Free Trade Zone Development in the Lancang-Mekong Region (March 22-April 2, 2021)
- Support an action plan implementation of Cambodian and Vietnamese participants on Technology and Innovation Policy Development (November 2020-August 2021)



- Fostering Digital Connectivity in Lancang-Mekong Countries (November 2021- 2022)
- Study on Leveraging Technology to Fight COVID-19: The China Experience and Collective Subregional Response

#### 4.2.2. Social Inclusion and Vulnerability

MI is continuously working on supporting those marginalized from the development process such as rural women, minor ethnic groups, and poor smallholder farmers, rural-urban migrants, and other groups from the informal sector. In 2021, MI implemented activities on

- International Online Training Program on Gender Equality and Women Empowerment: Sharing Thailand's Experiences and Practices (June 7-18, 2021)
- Promoting Gender Equality and Women Empowerment in the Lancang-Mekong Region: Sharing Good Practices and Experiences (July 12-23, 2021)
- Targeted Poverty Alleviation for Better Life in the Lancang-Mekong Region: Sharing Experiences (October 2021-2022)

The projects aimed to promote access of women and other marginalized groups to resources, opportunities such as skills development, financial support, market linkages, and employment opportunities.

#### 4.2.3. Labor Mobility

In response to the COVID-19 pandemic, governments in the region have imposed restrictions of movement to curtail the spread of the virus. In 2021, MI did not organize stand-alone projects. Nonetheless, in response to the issues pertaining cross-border mobility and promote decent work for migrant workers, MI has documented good practices on migration management and distribute to the participants. Furthermore, MI has fostered close relations with recruitment agencies in the region. Additionally, MI also integrated skilling of migrant workers as part of topic under the capacity development program on "Improving Institutional Capacities for Promoting Employability in the Greater Mekong Subregion" (November 2020-September 2021).

### 4.3. Institutional Strengthening

#### 4.3.1. Leadership, Organizational Structure and Culture, and Business Model

There is no report received.

#### 4.3.2. Greater Mekong Community Affairs

##### A. Monitoring, Evaluation and Learning

###### A.1. Results Framework for MI Strategic Plan 2021-2025

Based on the direction provided in MI Strategic Plan 2021-2025, MI developed a comprehensive Results Framework (RF) incorporating and summarizing MI's broad scope of area where MI will focus on in the next five years. The RF will be the basis for designing capacity development interventions and establishing appropriate monitoring, evaluating, and learning mechanisms to measure the expected results in the strategic plan. MI Results Framework has two main streams- i) Results of MI's contribution to GMS development related to its Regional Development Themes and Cross-cutting Themes, and ii) Results of Institutional strengthening. The RF will be complemented by additional the Results-Based Management (RBM) tools, i.e., Logical Framework Matrix (with detailed result statement and performance indicators), Monitoring, Evaluation, Learning (MEL) Plan, and Annual Workplan for both streams of the RF.

## **A.2. MI Capacity Development Model (MI-CDM)**

MI has developed its unique model for capacity development, which describes MI approach to capacity development with a summarization of the broad scope of capacity development areas under the MI Strategic Plan and intense emphasis on measuring the expected changes and results through systematic monitoring and evaluation mechanism. The MI-CDM is a cyclical and iterative approach that starts with capacity needs assessment of individuals and organizations in the GMS to design interventions based on the identified capacity needs and gaps in four different hierarchical levels:

- Individual: capacity needs for increased knowledge, skills, attitude, confidence, motivation, and commitment of the staff of public and private organizations, including industries.
- Organizational: capacity needs for improved policies, procedures, and public/private organization systems.
- Sectoral: needs and gaps in the sectors within GMS countries related to the Regional Development Themes and Cross-Cutting Themes of MI.
- GMS (regional): needs and gaps at the regional level connecting the sectors related to the MI Strategic Plan, aligned with existing regional cooperation frameworks.

## **A.3. Monitoring, Evaluation, and Learning (MEL) Strategy**

With the aim of gradual transition towards Results-Based Management (RBM), MI developed a unique MEL Strategy which connect MI Strategic Plan 2021-2025, its Results Framework and Capacity Development model for improving organizational performance in achieving the desired results, and integrating lessons learned into course-correction and evidence-based decision making. Hence, the new MEL Strategy will guide the adaptation process of the RBM towards changing the mindsets of MI staff and its stakeholders/ boundary partners looking beyond the activities, influencing the required changes, and bringing actual social and economic benefits in the GMS. The document will guide in establishing a robust Monitoring, Evaluation, and Learning (MEL) mechanism for GMS to ensure the optimum results from the implementation of MI Strategic Plan 2021-2025. The MEL Strategy will also guide the implementation of MEL Policy (2020) and MEL Standard Operation Procedures (2020) in tracking and measuring the expected results related to MI's contribution to GMS Development and organizational strengthening.

## **A4. Capacity Need Assessment and Baseline Survey for MI Strategic Plan 2021-2025**

MI has initiated an integrated study since November 5, 2021. AN international consultant has been selected following the MI recruitment policy for this purpose. The study aims to achieve the following key objectives:

- Assess 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.
- Identify the Needs of Capacity Development in the GMS for the expected four-level Changes in Individual, Organizations, Sectors, and GMS as aimed in MI Capacity Development Model.
- Revise and finalize the Logical Frameworks for MI's Contribution to the GMS Development and Institutional Strengthening of the GMS member countries and MI Secretariat, based on comments from the GMS Countries
- Develop MEL Plan, identify baseline, and set Milestones/Targets (Annual basis for 5 Years) for the GMS and MI Secretariat.

The study will interview with GMS Senior Official Members (SOM), Secretariat of all Regional Cooperation Frameworks, MI's Governing Board members, Coordinating Agencies

and other relevant agencies, Development partners, Alumni, and other relevant stakeholders both from public and private organizations and associations; collect required data applying the most suitable methods of data collection, and analyze the data. The study is expected to be completed by February 2022; the study findings will be presented/shared to the MI leaderships and GMS stakeholders.

## **B. Communications and Knowledge Management**

There is no report received.

## **C. Partnership and Resource Mobilization**

There is no report received.

### **4.3.3. Finance and Operations**

#### **A. Financial Management:**

##### **Updated program for finance and general services**

The customized accounting program software built on AppSheet platform was updated this year, which saved time to produce and extract the financial reports for internal and external uses. Besides, the Appsheet program helped MI staff to prepare and complete purchase requests, register in and out of the letters, and request for travel approval and e-leave approval. A training was provided to MI staff on using the system properly.

**Sub-grantees/partners:** MI supported several sub-grantees/partners providing the orientation of the donors' requirements; reviewing and checking the project budget, the financial report with proper supporting documents to comply with Mekong Institute and the development partners' rules and regulations; monitored the partners' cash flow and disbursed funds in time. The name of the partners MI provided grants and supports are:

<b>No</b>	<b>Partner's name</b>	<b>Country</b>
1	BIOTEC: Support to check report and developed an application for project financial data collection (MKCF Project)	Thailand
2	DRCPMDC Lao PDR: Coaching the partner for using an application and developed an application for project financial data collection (MKCF Project)	Lao PDR
3	DLME: Coaching the partner for using an application and developed an application for project financial data collection (MKCF Project)	Cambodia
4	DALaM: Coaching the partner for using an application and developed an application for project financial data collection (MKCF Project)	Lao PDR
5	Can Tho CCCO: Coaching the partner for using an application and developed an application for project financial data collection (MKCF Project)	Vietnam
6	Rice Department of Thailand: Coaching the partner for using an application and developed an application for project financial data collection (MLCSF Project)	Thailand
7	Tour De M Co., Ltd. (ROKMKSTP)	Korea

#### **Budget monitoring:**

MI strictly monitored and controlled the organizational expenses following the approved budget by the management and donors. Expenses were controlled and minimized to reach optimum benefits for MI.

#### **Support the program departments for realizing the revenue of the projects:**



MI successfully managed and controlled budget for more than 30 events, including training and other sub-activities. Significant underspent of the projects were presented and shared with the program department directors and Executive Director for discussion and taking necessary actions towards generating revenues according to the plan.

## **B. General Services Management:**

### **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 340 rounds of transportation services were provided to MI, including 17 rounds VIP support, 288 rounds for MI duties, and 35 rounds of special support to MI staff. MI maintained the good condition of the vehicles for safety driving and made ready to use at any time.

### **Conference rooms support:**

MI organized 67 events in its conference rooms, including 27 online meetings, 22 online trainings, 7 online webinars, 10 online workshops, and one hybrid meeting.

### **Asset management, repair, and maintenance:**

MI managed its assets following the asset database. MI conducted 65 items' routine maintenance for its two premises and belongings in 2021. MI's in-house technician provided total 97 times repair and maintenance support as per the request of MI staff and reduced the maintenance cost.

### **IT service:**

MI enhanced its IT capability to support online meetings, training, webinar, and forum throughout the pandemic situation. We support 67 online activities from January to October. IT personnel enriched their ability to organize the online events and planned to prevent from interference. Besides, IT equipment were repaired/maintained to extend their lifetimes.

## **C. Human Resources Management:**

### **Staff Performance review:**

MI staff's mid-term performance review were conducted involving supervisors and supervisees effectively.

### **Vaccination:**

38 staff were vaccinated for covid-19 virus, including the housekeepers, following the requirement of Thai government. Two staff members received three doses (Sinovacs-2 and AstraZeneca- 1), while 36 staff received 2 doses (Sinovac-4, Sinopharm-3, mix of vaccines- 2 and the remaining 27 staff receives AstraZeneca).

### **Recruitment:**

8 staff resigned and ended the employment contract with MI from Jan-Oct 2021; the list of the resigned staff is following:

<b>Name</b>	<b>Position</b>	<b>Date of Resignation</b>	<b>Reason for Resignation</b>	<b>Country</b>
<b>Regular Staff</b>				
Mr. Dwight Jason Magro Ronan	Program Coordinator	February 28, 2021	Got a new job	Philippines
Mr. Nazir Ul Haq	MEL Officer	March 31, 2021	Got a new job	Pakistan
Ms. Jirapan Uannual	Procurement Officer	May 31, 2021	Got a new job	Thailand

Name	Position	Date of Resignation	Reason for Resignation	Country
Mr. Jadsadawut Sinton	Driver	June 9, 2021	Got a new job	Thailand
Mr. Thorng Ra	Program Coordinator	July 31, 2021	Got a new job	Cambodia
Ms. Soraya Patria Guzman Ututalum	Communications Coordinator	October 14, 2021	End of contract	Philippines
<b>Temporary Staff</b>				
Ms. Racha Kerdsilp	Project Manager	March 19, 2021	Got a new job	Thailand
Mr. Sokim Phang	Program Officer on secondment	June 4, 2021	End of contract	Cambodian

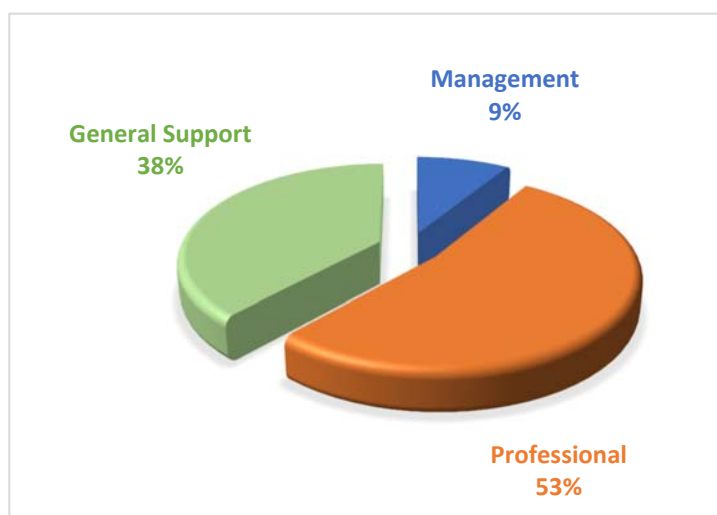
According to the need of the departments and staff replacement, four positions have been recruited including two ADC Program Coordinators, one SEE Program Coordinator, and one CKM Manager. ADC staff already have joined MI in October and November respectively, CKM and SEE staff will join on January 1, 2021.

#### Staff capacity building:

During Covid-19, there was a shortage of staff capacity funds, but MI still supported staff to join the online pieces of training. The major areas that our staff joint in the following:

- The Program Manager, Program Coordinator and Program Officer from ADC attended training on “Early Detection of Unsafe Food by Risk-based Programme” organized by Faculty of Pharmaceutical Sciences, Khon Kaen University, Thailand from February 15 to 25, 2021 online.
- 11 staff attended a 2 day Training on “Basic Programming Skill – Enhancing the capacity of MI staff on Basic Programming Skill by AppSheet (Google Cloud Platform)”, organized by Mekong Institute on March 11-12, 2021.
- Monitoring, Evaluation and Learning Specialist attended an online training on “Strategic Evaluation Planning Certification Program” organized by Kirkpatrick Partners on October 13, 2021.

#### Diversified nationalities of staff:



MI continued with its 34 staff members of 10 nationalities from Bangladesh (1), Cambodia (1), P.R. China (2), Malaysia (1), Myanmar (1), Thailand (22), Vietnam (1), India (2), Indonesia (1), and the Philippines (2). MI has ensured smooth visa and re-entry supports to all of its international staff.

MI categorizes its staff into three levels- Management, Professional, and General Support staff. MI currently has a good organizational structure with 9% management and 53% professional staff.

#### D. Procurement Services Management:

Procurement unit has been separated from General Services Unit and has been restructured to provide services for both purchasing goods and services under Special Service Agreement (SSA). A database with 84 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 with the confidence of security of their personal information. This database helped MI staff to find their required consultant or resource person for their training courses, activities, and studies because the database had been categorized into areas of expertise. In 2021, MI involved 43 consultants and resource person to support its program activities. MI successfully negotiated with its vendors and reduced its procurement cost for copying machines and internet services significantly.

## **4. Progress of Key Outcomes in 2021**

### **4.1. Agricultural Development and Commercialization**

In 2021, ADC enhanced the capacity of 121 participants from public and private sector; all participants reported improving their knowledge and skills from the capacity building activities. Prior to attending the training programs, prospective applicants are asked to submit their proposed action plans. On the last day of each training program, trainees developed their plans of action to apply knowledge and skills gained from the programs.

31 participants reported completion of their action plans in 2021:

#### **Organized localized trainings in participants' respective countries**

11 localized training courses/workshops were organized by MI alumni involving 185 indirect participants including local policymakers and other food safety stakeholders such as producers, extension workers, processors, and consumers.

#### **Improved food safety facilities and practices by private agri-food enterprises**

Some MI alumni from the private sector worked on improving their food safety managements systems as per their action plans. 16 facilities on hygiene practices, HACCP and traceability system, sanitation guideline, etc. were improved in this year by the MI participants.

#### **Raised public awareness through food safety stories**

Raising producers' and consumers' awareness is one of the key targets of MI. To achieve this goal, MI actively engaged its participants to work on action plans that can contribute in enhancing public consciousness on local food safety issues and concerns. Four stories were written and shared in websites and social media including How to Store Food During Covid-19, Food Safety during Postharvest, Food Safety and Market Access, and Honey Cannot be Feed to Under 1 Year Infant.

### **4.2. Trade and Investment Facilitation**

There is no report on TIF outcomes received.

### **4.3. Sustainable Energy and Environment**

#### **MI supported Cambodian Participants from Ministry of Industry, Science, Technology and Innovation on establishment of surveying platform of human capital status for preparing for digital transformation in I4.0 era**

Supported by People's Republic of China, MI organized a National Training on Capacity Building on Science, Technology and Innovation Roadmap Development Plan and Implementation on November 23-27, 2020. In 2021, the training participants implemented an action plan on developing survey platform which would be used by provincial departments to collect and assess all information related human capital, education, adoptive capacity, digital readiness etc. The Cambodian team reported that the team developed survey platform by

organizing consultation workshops as well as dissemination workshops. The Cambodia team was positive it will be useful for human resource data storage and analysis for the Ministry in future.

#### **4.4. Finance and Operations**

##### **A. Finance**

Closely 100% of the budget monitoring of the projects were reviewed and alerted to the program department directors to take the action.

- MI internal and financial control were good according to the annual audit report, there were no material findings in the audit management letter.
- Closely 100% of financial reports were generated in time and accurately both internal and donor reports.

##### **B. General Services**

- Closely 100% of quality of general services in internal evaluations such as the arrangement of transportation, accommodation and conference for the training and workshop.
- 100% on smooth operation and maintenance of computers and IT equipment in MI internal evaluations.

##### **C. Human Resources**

- The implementation of the new organizational is being operationalized gradually. Some of the positions proposed in the new structure has already been recruited and some are in the process of recruitment. Based on the staff meeting, more than 90% staff were satisfied with this change.
- 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 emphasize 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.
- All regular staff has been continuing working with MI for more than a year, except the newly recruited four staff, since MI has good working environment, learning culture, and employment benefits comparatively in the region.

##### **D. Procurement**

- 266 Purchase Requisitions and completed 100%, without failure, in expected time and quality.
- Over the past 3 years, 39 long-term agreements were made with quality suppliers which provided good quality of products, reasonable price including delivering the products on time.

## 5. Performance of MI' Financial Management in 2021

### Consolidated Statement of Financial Status (January 1 - October 31, 2021)

MI's current total assets amount to US\$12,999,852. The cash and cash equivalent amounted to US\$ 11,535,621, while other current assets are at US\$ 326,345, with the net value of fixed assets being US\$ 1,137,886.

MI has total liabilities of US \$11,338,678, including unearned revenue from GMS countries' contributions of US\$ 107,187. The total equity is US\$1,661,173, which decreased by 1.5% compared to December 31, 2020.

**Table 1. Summary Statement of Financial Status (as of October 31, 2021)**

<b>Asset</b>	<b>Amount (in USD)</b>	<b>Percentage</b>
Cash and Cash Equivalent	11,535,621	88.74%
Other Current Assets	326,345	2.51%
Fixed Assets	1,137,886	8.75%
<b>Total of Assets</b>	<b>12,999,852</b>	<b>100%</b>
<b>Liability and Equity</b>	<b>Amount (in USD)</b>	<b>Percentage</b>
Current Liability	16,273	0.13%
Unearned Revenue (GMS Country Contributions)	107,187	0.82%
Grant Advance Received	11,215,218	86.27%
<b>Total Liability</b>	<b>11,338,678</b>	<b>87.22%</b>
Equity	1,661,173	12.78%
<b>Total of Liability and Equity</b>	<b>12,999,852</b>	<b>100%</b>

MI's total revenue is US\$ 1,500,555, achieving 74% of the target forecasting 2021 as of October 31, 2021. This includes total revenue from long-term projects (US\$ 494,657), short-term projects (US\$321,580), customized activities (US\$196,779), GMS countries' contributions (US\$ 456,480), and other revenues (US\$ 31,059).

On the other hand, total MI expenses amounted to US\$ 1,526,654, covering expenses from project and program delivery (US\$ 860,689) and operation expenses (US\$ 582,367). Non-cash operation expenses (US\$83,598). MI recorded a net deficit of US\$26,099 as of October 31, 2021, but MI earns US\$57,499 excluded non-cash expense.

**Table 2. Summary of Statement of Revenue and Expenses (as of October 31, 2021)**

<b>Revenue</b>	<b>Amount</b>	<b>Percentage</b>
Long-Term Projects	494,657	32.96%
Short-Term Projects	321,580	21.43%
Customized Activities	196,799	13.12%
<b>Total Project Revenue</b>	<b>1,013,016</b>	<b>67.51%</b>
GMS Countries' Contributions	456,480	30.42%
Other Revenues	31,059	2.07%
<b>Total Revenue</b>	<b>1,500,555</b>	<b>100%</b>
<b>Expenses</b>	<b>Amount</b>	<b>Percentage</b>
Project/Program Delivery	426,927	27.96%
Program Administration	421,379	27.60%
Business Development	12,383	0.81%
<b>Total Project Expenses</b>	<b>860,689</b>	<b>56.38%</b>
<b>Total Operation Expenses</b>	<b>582,367</b>	<b>38.15%</b>
<b>Earnings (Deficit) before non-cash expenses</b>	<b>57,499</b>	<b>3.83% (*)</b>
Non-cash expenses	83,598	5.48%
<b>Earnings (Deficit) after non-cash expenses</b>	<b>(26,099)</b>	<b>-1.74% (*)</b>

\*The Percentage of earnings is compared with Total Income

GMS countries' contributions amounted to US\$ 563,667. In 2021, Cambodia, Lao PDR, and Myanmar increased their annual contributions to MI.

**Table 3. GMS Countries' Annual Contributions in 2021**

GMS Country	Contribution	Receiving Month
Cambodia	20,000	June
P.R. China	150,000	July
Lao PDR	20,000	August
Myanmar	20,000	March
Thailand	333,667	February
Vietnam	20,000	April
<b>Total</b>	<b>563,667</b>	

End of the year, it has been forecasted that MI will incur earnings of US\$3,775, while total revenue and total expenditure are projected at US \$2,035,741 and US \$2,031,966, respectively. The MI earning decreased by US\$ 3,775 from US\$ 24,151 as reported in the revised 2021 Budget.

**Table 4. End Year Finance Performance Forecast (US\$)**

Items	Actual Amount (US\$)	Projection (US\$)	Total (US\$)	Revised Budget (US\$)	Comparison (US\$)
	Jan-Oct	Nov-Dec	Jan-Dec	Jan-Dec	Projection vs Revised Budget
Revenue	1,500,555	535,186	2,035,741	2,209,069	(173,328)
Expenses	1,526,654	505,312	2,031,966	2,184,918	(152,952)
Net Surplus/Deficits	(26,099)	29,874	3,775	24,151	(20,376)
Non-Cash Expense (Depreciation and Exchange Rate Loss)	83,598	38,252	121,850	116,440	5,410
Gross Surplus/Deficit	57,499	68,126	125,625	140,591	(14,966)

Based on the experience of 2020 and MI forecast of 2021, we can expect that MI will have positive earning end of the year.

## 6. Challenge Faced in 2021

- MI faced some difficulty in identifying some of the internal and regional experts who were comfortable in delivering online training sessions. Some of them expressed reservations in delivering online courses, mostly due to their limited experience in developing remote learning modules as well as utilizing virtual learning tools.
- Another major challenge was getting the general interest of prospective participants to join the proposed safe food courses. Course announcements were made in mid-2020 but only a few qualified applicants were received by the team.
- COVID-19 slowed down implementation of certain activities of the project
- There is a development gap in the Mekong region and multiplicity of cooperation frameworks in the Mekong region with overlapping areas –creates issues in effective project intervention as impacts get diluted
- There is overall lack of capabilities and capacities of key institutions and personnel in the GMS leading to lack of understanding and awareness of key issues; hurdles were faced in information collection for research.
- Due to online survey and consultations-fatigue among stakeholders, it was difficult to secure meetings and responses for MI programs.



- There was no expert in MI to deepen on energy and environment issues, which was a big challenge for the newly established Sustainable and Energy and Environment department.
- Many of the planned activities approved before the pandemic seemed unfeasible to carry out during the pandemic times. It resulted in numerous revisions of the operation plan and delayed in implementing project activities and made the project management challenging.
- Shifting from a full-time office job to an online or work from home modality was a challenge for everyone to coordinate properly and complete their works smoothly.
- Due to only two IT staff to manage all online activities not an easy task at all.
- MI had a shortage budget to cover the staff capacity building and staff engagement activities such as the annual staff retreat, quarter team building activity and monthly sports activity. The international staff didn't have time to visit home for around 2 years due to the complications of the traveling restriction of each country. Overall, due to pandemic, staff could not interact well among themselves face-to-face. All these factors affected staff's emotions, mental composition, and productivity negatively.

## 7. Lessons Learned in 2021

Since its establishment of MEL Unit in 2016, MI has been trying to shift its focus from activities to the results. However, MI still do not have much evidence to claim higher-level results (medium and long-term Outcomes) due to its contribution to the GMS in last 25 years. MI developed a comprehensive Results Framework and detailed Logical Frameworks for its Strategic Plan 2021-2025. However, MI Secretariat has not been able to implements the newly developed frameworks in proper manner.

The mindset among the staff of MI Secretariat as well as its boundary partners/stakeholders yet needs to be changed toward adopting the world's best practices of project designing to monitoring and evaluation for capacity development interventions. MI needs to design it program interventions and activities focusing the results, not delivering the activities only. Unless we collectively realize it and change approach towards achieving higher-level results, we would never be able to measure those. And, if MI fails to do that, maybe after the implementation of the Strategic Plan 2021-2025, it will still remain the same as it is now.

## 8. Recommendations

- All program departments should have adequate subject expert to deliver the emerging issues under the thematic areas.
- MI needs to recruit adequate skilled professionals for monitoring and evaluation of MI's contribution to GMS development and institutional strengthening. Besides, institutional research capacity needs to be developed toward being a Think Tank organization in the region.
- Consultation with stakeholders is necessary to plan for the project and activities to meet the emerging needs in the region
- All cross-cutting themes need to be integrated with the regional development themes and need to be reflected in the annual work plans of all MI programs.
- MI needs to develop portfolio on environmental and climate change area, as well as scale-up labor mobility, skills development, energy, and digitalization projects.
- MI needs to develop projects based on the perspective of socio-economic recovery plan following Covid pandemic and long-term plan for the contribution to Sustainable Development Goals (SDGs)

- MI needs to emphasize on achieving higher-level results (medium and long-term outcomes) and proper system should be in place with allocation and budget and human resources for monitoring and evaluation.



## 9. Annexes

### Annex 1: MI's Strategic Framework 2021-2025

<b>Vision</b>	Capable and committed human resources working together for a more integrated, prosperous, and harmonious Greater Mekong Subregion.		
<b>Mission</b>	Contribute to regional cooperation and integration through capacity development, dialogue, and advocacy for the acceleration of sustainable socio-economic development and poverty alleviation in the Greater Mekong Subregion.		
<b>Strategic Goals</b>	<ul style="list-style-type: none"> <li>• Strengthened human and institutional capacities to continuously adapt and respond to changing context in the GMS</li> <li>• Enhanced enabling environment for multi-stakeholder partnerships and synergy to support sustainable development in the GMS</li> <li>• Fostered regional connectivity to strengthen regional cooperation and integration in the GMS</li> <li>• MI transitioned to a more sustainable and dynamic organization to make significant contributions to sustainable regional development and cooperation in GMS.</li> </ul>		
<b>Regional Development Themes</b>	<b>Agricultural Development and Commercialization</b>	<b>Trade and Investment Facilitation</b>	<b>Sustainable Energy and Environment</b>
<b>Thematic Goals</b>	Increased agricultural commercial production and strengthened sustainable food systems	Increased access to international markets and cross-border trade	To support the national and regional goals in attaining sustainable energy, and promote environmental-friendly policies, practices and technologies in agriculture and trade initiatives in the GMS
<b>Thematic Focus Areas</b>	<ul style="list-style-type: none"> <li>• Sustainable Food System</li> <li>• Agri Value-chain Development</li> <li>• Post-harvest Management</li> <li>• Climate-smart Agriculture</li> <li>• Food Safety</li> <li>• Market Access</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-border Trade &amp; Investment</li> <li>• Cross-border Digital Services and e-platforms</li> <li>• MSMEs Competitiveness</li> <li>• Coordination and Synergy of Regional Frameworks</li> <li>• Economic empowerment of women and vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Green Economy</li> <li>• Sustainable Energy</li> <li>• Energy Efficiency</li> <li>• Power-grid Connectivity</li> <li>• Natural Resource Management</li> <li>• Climate-smart Agriculture</li> </ul>

## Annex 2: Progress Performance Indicators during Jan-Dec 2021

### Annex 2.1. MI's Contribution to GMS Development in 2021

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
Long-term Outcomes	ADC	1. Strengthened sustainable agriculture and food system to end hunger, achieve food security, and improved nutrition in the GMS	11.1 Agriculture growth rate of GMS countries		Cam- 0.4 China- 3.0 Lao-3.2 MM- 7.4 TH- 3.4 VN- 2.7
		2. Strengthened inclusive commercial agricultural value chains in the GMS that are productive and profitable	11.2 Agriculture percent of gross domestic product		Cambodia- 22.8 China- 7.7 Lao PDR- 16.2 Myanmar - 22.8 Thailand- 8.6 Viet Nam- 14.9
		3. Improved postharvest technologies and management to minimize food losses in the GMS	11.3 Amount of postharvest losses in fresh produce		N/A
		4. Increased adoption of climate-smart agricultural practices by value-chain actors in the GMS	11.4 Area of land under improved practices or adopting new technologies such as irrigation or new varieties of seeds		N/A
		5. Enhanced food safety control system and compliance with food safety standards across the agricultural value chain to protect	11.5 No. of agricultural producers and food SMEs with food safety standards (GAP, GMP/HACCP)		GAP Cambodia- 201 (APSQP, 2021), 2021 Lao PDR- N/A Myanmar- 438 Department of Agriculture

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		consumers and facilitate market access			(DOA, 2020) VN = 1,900 in 2018 (FFTC-AP, 2019)  <b>GMP/HACCP Certification</b> Cambodia-11 (183%) Lao PDR- 8 (400%) FDD, 2020 Myanmar-N/A Viet Nam-N/A
		6. Enhanced empowerment of women and vulnerable groups in the region	11.6 Availability of laws/regulations to protect the economic interest of women and vulnerable groups in sector initiatives		N/A
		7. Increased professionalism and sustainability of knowledge and skills on safe and sustainable agri-food system in the GMS	11.7 Number of food safety education programs available in CLMV		N/A
	<b>TIF</b>	8. More efficient and cost-effective cross-border trade and investment flows established by the GMS government, including the adoption of cross-border digital services in the region	8.1 Percentage change in the score on the ease of trading across the borders (doing business)		Not Reported
			8.2 Percentage change in the score on OECD trade facilitation indicator		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)		
				Plan	Achieved	
		9. Strengthened MSMEs competitiveness for integration into global and regional value chains	9.1 Regional Value chain participation Index		Not Reported	
			9.2 Global Value chain participation index		Not Reported	
			9.3 MSME competitiveness index		Not Reported	
		10. Increased usage of e-platforms by the public and private sector to facilitate trade and investment activities in the GMS	10.1. No. of MSMEs registered in e-commerce platforms		Not Reported	
		11. Strengthened coordination and synergy of regional frameworks through development projects to facilitate regional integration process in the GMS	12.1 No. of collaborative regional programs and initiatives in the region		Not Reported	
		12. Enhanced economic empowerment of women and vulnerable groups in the region	13.1 Availability of laws/regulations to protect the economic interest of women and vulnerable groups in sector initiatives		Not Reported	
			13.2 Number of targets in sectoral plans in favor of women empowerment		Not Reported	
			13.3 Number of targets in sectoral plans in favor of vulnerable groups		Not Reported	
		<b>SEE</b>	13. Enhanced regional coordination and cooperation on Energy and Environmental issues in GMS	13.1 No. of collaborative regional programs and initiatives on energy and environmental issues in the region		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		14. Improved conditions to foster investment in the green economy in GMS countries	14.1 No. of initiatives undertaken by GMS Governments to promote investment in the green economy		Not Reported
		15. Strengthened the sustainable management of shared natural resources along the Mekong River	15.1 No. of joint initiatives undertaken by GMS countries for natural resource management along the Mekong River		Not Reported
		16. Increased adoption of Eco-friendly policies, technologies, and practices in agriculture and trade activities in GMS countries	16.1 1. Number of new/improved policies, practices, and technologies in agriculture and trade activities in GMS countries		Not Reported
Medium-term Outcomes	ADC	17. Improved provision of services by Govt (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	17.1 Number and types of new or improved services provided by the government agencies		N/A
			17.2 Number and types of new or improved services provided by the associations/private sector		N/A
			17.3 Number of key stakeholders accessing new or improved services (producers, FGs, MSMEs) 17.4 Percentage of users satisfied with the new/improved services		N/A*
			17.5 Evidence of improvements in performances (farmers and MSMEs) due to improved services		N/A

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		18. Enhanced sustainability of the dissemination of knowledge and skills related to agricultural development promoted by MI	18.1 No. of MI's direct participants reported how the acquired knowledge and skills from MI's events were applied (types, frequency)		31 Localize (Cam 4, MM 3, VN 4), Improved facilities (Cam 7, MM1, VN 7), Stories (Cam 1, VN 3)
			18.2 Number of direct Participants reported progress on the implementation of their Action Plans		28
			18.3 No. of capacity development events (training) organized by MI's direct participants to disseminate newly acquired knowledge and skills		10
			18.4 No. of indirect participants (officials, producers, and MSMEs) reached by the direct participants through capacity development activities (disaggregated by gender, sector)		185
			18.5 Number of indirect participants reported increases in knowledge and skills		185
			18.6 Number of indirect participants satisfied with the relevance of the CD activities		185
		19. Strengthened regulatory framework by government agencies to promote compliance with agriculture and food standards (SOPs,	19.1 No. of new/improved policies, strategies or guidelines developed and/or implemented		0

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		regulations, etc.)			
		20. Strengthened coordination, partnerships, and collaboration among public and private sector stakeholders in the country and regional level for sustainable agricultural development	20.1 No. of networks established among key stakeholders (formal, informal)		0
			20.2 No. of collaborative agreements among the key stakeholders		0
			20.3 No. of partnerships established among the organizations (in-country, regional)		0
			20.4 No. of meetings organized by key stakeholders (country, regional)		0
			20.5 Level of participation of key stakeholders in the coordination/consultation meetings		N/A
		21. Increased compliance with the standard (production, processing) by producers and processors (cooperatives, groups) in GMS countries to ensure food safety and boost trade	21.1 No. of farmers certified on food safety standards (GAP)		0
			21.2 Number of agro-enterprises certified on food safety standards (GMP, HACCP & ISO)		0
		22. Adoption of Improved internal processes, practices, and facilities by MSMEs to enhance	22.1 1. No. of MSMEs adopted improved processes and management practices		15 (Cambodia-7, Myanmar-1, Viet Nam-7)



Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		organizational performance	22.2 No. of MSMEs improved their facilities		15
			22.3 Evidence of improved performance of the MSMEs due to the changes		Not Reported
		23. Improved curricula and knowledge resources on priority topics developed and implemented by academic and training institutions in the GMS	23.1 No. of institutions that developed and implemented improved curricula		Not Reported
			23.2 No. of institutions initiated new educational programs		Not Reported
		24. Improved political commitment demonstrated by Govt. representatives to new sector initiatives (through official declaration, speech, joining working group, etc.)	24.1 No. of instances government representatives demonstrate support to new initiatives		Not Reported
			24.2 No. of sectoral committees or joint working groups participated by government representatives		Not Reported
		25. Enhanced participation of women and vulnerable communities in sector initiatives	25.1 Percentage of women participants over total participants in sector initiatives		Not Reported
			25.2 Percentage of ethnic minority participants over total participants in sector initiatives		Not Reported
		26. Increased adoption of climate-smart agricultural practices by value-chain actors by partners and stakeholders	26.1 No. and type of climate-smart agricultural practices by value-chain actors developed or adopted by govt. and private sector		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		in sector initiatives			
		27. Improved public awareness on agriculture and food safety issues by mass media in GMS countries	27.1 No. of press releases, articles, or news stories published/broadcasted by mass media		4 (Cambodia-1, Viet Nam-3)
			27.2 No. of people reached through a mass media campaign		Not Reported
	TIF	28. Improved provision of services in the targeted sectors (on sustainable tourism, green logistics, e-commerce, digital economy, etc. by Government and Associations (advocacy, legal advisory, information, financial and networking services) by utilizing new knowledge and skills	28.1 Number and types of new or improved services provided by the government agencies		Not Reported
			28.2 Number and types of new or improved services provided by the associations/private sector		
			28.3 Number of key stakeholders accessing new or improved		Not Reported
			28.4 services (producers, FGs, MSMEs)		Not Reported
			28.5 Percentage of users satisfied with the new/improved services		Not Reported
			28.6 Evidence of improvements in performances (farmers and MSMEs) due to improved services		Not Reported
		29. Enhanced sustainability of the dissemination of knowledge and skills related to trade and investment facilitation promoted by MI	29.1 No. of MI's direct participants reported how the acquired knowledge and skills from MI's events were applied (types, frequency)		Not Reported
	29.2 Number of direct Participants reported progress on the implementation of their Action Plans			Not Reported	

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
			29.3 No. of capacity development events (training) organized by MI's direct participants to disseminate newly acquired knowledge and skills		Not Reported
			29.4 No. of indirect participants (officials, producers, and MSMEs) reached by the direct participants through capacity development activities (disaggregated by gender, sector)		Not Reported
			29.5 Number of indirect participants reported increases in knowledge or skills		Not Reported
			29.6 Number of indirect participants satisfied with the relevance of the CD activities		Not Reported
		30. Improved engagement in fostering enabling environment (policy discussions and follow-up recommendation) by relevant government officials to facilitate sector growth	30.1 No. of policy discussions initiated/resumed or activated		Not Reported
			30.2 No. of new/improved policies, strategies, or guidelines developed and/or implemented		Not Reported
		31. Improved political commitment demonstrated by Govt. representatives to new sector initiatives (through official declaration, speech, joining a	31.1 No. of instances government representatives demonstrate support to new initiatives		Not Reported
			31.2 No. of sectoral committees or joint working groups participated by government representatives		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		working group, etc.)			
		32. Enhanced participation of women and vulnerable communities in economic development promoted by the GMS government;	32.1 Percentage of women participants over total participants in sector initiatives supported by MI		Not Reported
			32.2 Percentage of ethnic minority participants over total participants in sector initiatives supported by MI		Not Reported
		33. Strengthened coordination, partnerships, and networking among public and private sector stakeholders in the country and regional level for facilitating trade and investment	33.1 No. of networks established among key stakeholders (formal, informal)		Not Reported
			33.2 No. of collaborative agreements among the key stakeholders		Not Reported
			33.3 No. of partnerships established among the organizations (in-country, regional)		Not Reported
			33.4 No. of meetings organized by key stakeholders (country, regional)		Not Reported
			33.5 Level of participation of key stakeholders in the coordination/consultation meetings		Not Reported
		34. Improved systems, technologies, and practices adopted by associations and MSMEs to enhance organizational performance	34.1 No. of MSMEs adopting improved processes and management practices		Not Reported
			34.2 No. of MSMEs improving their facilities or adopting new technologies		Not Reported
			34.3 Evidence of improved performance of the MSMEs due to the changes		Not Reported
		35. Improved curricula and knowledge	35.1 No. of institutions that developed and		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		resources on trade and investment facilitation developed and utilized by academic and training institutions in the GMS	implemented improved curricula		
			35.2 No. of institutions initiated new educational programs		Not Reported
		36. Increased adoption of digital technologies and innovations by partners and stakeholders in sector initiatives	36.1 No. and type of innovations and technologies developed or adopted by govt. and private sector		Not Reported
		37. Enhanced involvement of academic and research institutions to address key sectoral issues through research, advocacy, and capacity development support	37.1 No. of initiatives participated/undertaken by academic and research institutions		Not Reported
			37.2 No. and types of outputs produced (research, policy-brief/paper, etc.)		Not Reported
	SEE	38. Improved provision of services in the targeted sectors (natural resources, energy, climate-smart agriculture, and green economy, etc.) by Government and Associations (advocacy,	38.1 Number and types of new or improved services provided by the government agencies		Not Reported
			38.2 Number and types of new or improved services provided by the associations/private sector		Not Reported
			38.3 Number of key stakeholders accessing new or improved services (producers, FGs, MSMEs)		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		legal advisory, information, financial, and networking services) by utilizing new knowledge and skills	38.4 Percentage of users satisfied with the new/improved services		Not Reported
			38.5 Evidence of improvements in performances (farmers and MSMEs) due to improved services		Not Reported
		39. Enhanced sustainability of the dissemination of knowledge and skills related to sustainable energy and environment promoted by MI in the region	39.1 No. of MI's direct participants reported how the acquired knowledge and skills from MI's events were applied (types, frequency)		Not Reported
			39.2 Number of direct participants reported progress on the implementation of their Action Plans		Not Reported
			39.3 No. of capacity development events (training) organized by MI's direct participants to disseminate newly acquired knowledge and skills		Not Reported
			39.4 No. of indirect participants (officials, producers, and MSMEs) reached by the direct participants through capacity development activities (disaggregated by gender, sector)		Not Reported
			39.5 Number of indirect participants reported increases in knowledge or skills		Not Reported
			39.6 Number of indirect participants satisfied with the relevance of the CD activities		Not Reported
		40. Improved engagement in fostering enabling	40.1 No. of policy discussions initiated/resumed or activated		Not Reported



Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		environment (policy discussions and follow-up recommendations by relevant government officials for increased investment in the green economy and climate-smart agriculture	40.2 No. of new/improved policies, strategies, or guidelines developed and/or implemented		Not Reported
		41. Strengthened coordination, partnerships and collaboration among public and private sector stakeholders in the country and regional level for sustainable energy and environmental development	41.1 No. of networks established among key stakeholders (formal, informal)		Not Reported
			41.2 No. of collaborative agreements among the key stakeholders		Not Reported
			41.3 No. of partnerships established among the organizations (in-country, regional)		Not Reported
			41.4 No. of meetings organized by key stakeholders (country, regional)		Not Reported
			41.5 Level of participation of key stakeholders in the coordination/consultation meetings		Not Reported
		42. Increased promotion of environment friendly practices by relevant government agencies in GMS	42.1 No. of initiatives undertaken by the government for promotion of environmental-friendly practices		Not Reported
			42.2 No. and types of practices promoted by the government		Not Reported
		43. Improved public awareness on sustainable use of natural resources, energy, climate-smart agriculture, and green economy by	43.1 No. of press releases, articles or news stories published/broadcasted by mass media		Not Reported
			43.2 No. of people reached through mass media campaign		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		mass media in GMS countries			
		44. Increased contribution of civil society to GMS energy and environmental issues	44.1 No. of initiatives undertaken by the civil society related to GMS energy and environmental issues		Not Reported
		45. Improved political commitment demonstrated by Govt. representatives to new sector initiatives (through official declaration, speech, joining working group etc.)	45.1 No. of instances government representatives demonstrate support to new initiatives		Not Reported
			45.2 No. of sectoral committees or joint working groups participated by government representatives		Not Reported
		46. Improved curricula and knowledge resources on energy and environment developed and utilized by academic and training institutions in the GMS	46.1 No. of institutions that developed and implemented improved curricula		Not Reported
			46.2 No. of institutions initiated new educational programs		Not Reported
		47. Enhanced participation of women and vulnerable communities in sector initiatives	47.1 Percentage of women participants over total participants in sector initiatives		Not Reported
			47.2 Percentage of ethnic minority participants over total participants in sector initiatives		Not Reported
		48. Increased adoption of digital technologies and innovations	48.1 No. and type of innovations and technologies developed or adopted by govt. and private sector		Not Reported

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		by partners and stakeholders in sector initiatives			
		49. Enhanced involvement of academic and research institutions to address key sectoral issues through research, advocacy, technological and capacity development support	49.1 No. of initiatives participated/ undertaken by academic and research institutions		Not Reported
			49.2 No. and types of outputs produced (research, policy-brief/paper etc.)		Not Reported
<b>Short-term Outcomes</b>	<b>ADC Only</b>  (Not reported by TIF and SEE)	50. Enhanced knowledge, skills, and awareness of public and private sector actors (boundary partners) on MI thematic areas	50.1 No. of participants reported that they improved their knowledge or skills (type of knowledge and skills)		237
			50.2 No. of participants who have changed their perception/ understanding of key sectoral issues (type of issues)		237
		51. Improved confidence, motivation and willingness of public and private sector actors (boundary partners) to utilize new knowledge and skills	52.1 No. of participants reported that they are confident to apply new knowledge or skills in trained areas		237
			52.2 No. of participants who developed action plans for the utilization of knowledge or skills in their work (types of action plans)		10
		52. Increased participation of relevant stakeholders in policy dialogues and consultations organized by MI	52.1 No. of key stakeholders participating in dialogue and consultations (by type)		122

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
Outputs	ADC only	53. 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	53.1 No. of capacity development events organized by MI 53.2 No. of participants attended MI's events (disaggregated by gender, sector, country) 53.3 No. or percentage of participants satisfied with the relevance of MI's CD events		43  4,770  N/A
		54. Research, assessments, and studies undertaken to inform project development, dialogue and consultations	54.1 No. of need assessment/studies conducted by MI to design projects 54.2 No. of studies that are used to inform dialogues and consultations 54.3 No. of references or citations of studies published by MI		0  1
		55. Knowledge or information sources developed to utilize in the Capacity development events organized by MI	55.1 No. of training manuals developed/updated and implemented by MI 55.2 No. or percentage of participants satisfied with the quality of manuals		0  N/A
		56. Technical and financial assistance provided to boundary partners to undertake initiatives and implement action plans	56.1 No. of participants of MI's CD events provided technical assistance (types) 56.2 No. or percentage of participants satisfied with the quality of technical assistance provided by MI 56.3 No. of participants provided financial assistance to undertake initiatives or implement action plans (amount)		N/A  N/A  N/A

Hierarchy of Results	Regional Development Themes	Result Statements	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		57. Database and Information management systems developed	57.1 No. of databased/information system developed by MI 57.2 No. of users registered or accessing the databases/information systems 57.3 No. or percentage of users satisfied with the databases/information systems		0  0  0
		58. Networks and partnerships facilitated among key stakeholders in the national and regional level	58.1 No. of networks/groups established by MI (type, focused area)		0
		59. Regional working groups established	59.1 No. of working groups established/strengthen by MI		0
		60. Effective project management processes developed	60.1 No. of different type of projects implemented by MI (disaggregated by type, modality (partnership, direct))		3
			60.2 No. of projects achieving at least 80% of the project work plan		Not Reported
			60.3 No. of project implementing agencies and partners satisfied with MI's fund/project management processes		Not Reported

## Annex 2.2. Progress of MI's Institutional Strengthening in 2021

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
<b>Institutional Strengthening</b>	MI transitioned to a more sustainable and dynamic organization to make significant contributions to sustainable regional development and cooperation in GMS	1. Strengthened strategic leadership, management, and services of MI towards greater contribution to GMS development	1.1. Number (and names) of strategic MI documents approved, supported, and monitored by MI Governing Board for their proper implementation in the GMS countries		Not Reported
			1.2. Number of annual plans (Activity Plan and Budget Plan, Monitoring Plan, etc.) for all the key areas under Institutional Strengthening		Not Reported
<b>Leadership, Organizational Structure and Culture, and Business Model</b>					
<b>Leadership</b>	To ensure a better strategic management for MI's growth and effective implementation of MI Strategic Plan 2021-2025	2. Strengthened accountability and transparency among GMS member countries and MI Governing Board in implementing MI strategies, policies, and procedures	2.1 Evidence of strategic decisions made by MI Governing Board members		Not Reported
			2.2. Number (and names) of strategic actions undertaken by GMS member countries		Not Reported
			2.3. Evidence of leadership in the region on MI regional development thematic areas		Not Reported
		3. Strengthened management leadership in MI Secretariat initiatives and operations	3.1. Number (and names) of strategic actions undertaken by MI Secretariat		Not Reported



Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		4. Established norms and values shared by MI stakeholders and Secretariat staff members towards "One MI"	4.1. List of norms and values shared by MI stakeholders and Secretariat staff members		Not Reported
			4.2. Level of practice of shared norms and values by MI stakeholders and Secretariat staff		Not Reported
<b>Organizational Structure and Culture</b>	To support clear lines of accountability and a culture that rewards mutual learning, creativity, and innovation towards "One MI"	5. Fully operationalized the new organizational structure and governance mechanism	5.1. List of proposed changes for new organizational structure and culture		Not Reported
			5.2. Number (and name) of proposed changes operationalized by MI		Not Reported
		6. Increased consultations and joint decisions by SMT and Extended SMT members	6.1. Number of meetings conducted among SMT and Extended SMT members		Not Reported
			6.2. Number (and name) of joint decisions implemented by MI		Not Reported
		7. Increased communications, mutual sharing, and learning through participatory consultative processes across MI to foster deeper internal synergy and cooperation	7.1. Number of formal learning-sharing events and participatory discussions organized by MI		Not Reported
			7.2. Evidence of increased deeper internal synergy and cooperation in MI		Not Reported
<b>Business Model</b>	To increase and diversify sources of fund to	8. Increased number of programs/projects implemented	8.1 Number of programs/projects implemented by MI		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)			
				Plan	Achieved		
	support MI's operations to bring long-term development results and sustainability to the GMS	by MI in a partnership approach	in a partnership approach				
		9. Increased and diversified products, services, and sources of fund to support MI's operations	9.1. Number (and name) of products and services developed and provided to the GMS countries by MI		Not Reported		
			9.2. Number (and name) of diversified sources of fund to support MI's operations		Not Reported		
			9.3. Amount of annual revenue of MI		Not Reported		
			9.4. Amount of reserve fund margin of MI		Not Reported		
		10. Increased annual contributions of GMS member countries	10.1. Amount of annual contributions by GMS member countries		Not Reported		
		11. Increased adaptation, resilience, continuity, and expansion of MI towards long-term sustainability	11.1 Developed and implemented Risk Mitigation Strategies for MI's sustainability		Not Reported		
			11.2. Level of adaptation and resilience by MI		Not Reported		
			11.3. Level of expansion of MI's influence in the region		Not Reported		
		<b>Greater Mekong Community Affairs (GMCA)</b>					
		<b>Greater Mekong Community Affairs (GMCA)</b>	To strengthen strategic leadership and results-	1. Updated and operationalized strategies, policies, and operating	1.1. Frequency of updating strategies, policies, and operating procedures		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
	based management towards enhanced development synergies, regional cooperation, and GMS development	procedures for GMCA	1.2. Number of annual plans (Activity Plan and Budget Plan, Monitoring Plan, etc.) for all the key areas under Greater Mekong Community Affairs		Not Reported
			1.3. Number of non-compliance events occurred in the key areas under Greater Mekong Community Affairs		Not Reported
<b>Monitoring, Evaluation and Learning (MEL)</b>	To track and measure the changes in capacity and performances for MI's contribution to GMS development and its own institutional strengthening and facilitate evidence-based decision-making by GMS members countries and MI	2. Develop and operationalize transparent and accountable MEL system	2.1 Web-based standard MEL mechanism and reporting mechanism is in place	NA	NA
			2.3. % of projects ensured MI's MEL Strategy, Policy and SOPs	NA	NA
			2.3. % of institutional units ensured MI's MEL Strategy, Policy and SOPs	NA	NA
		3. Enhanced capacity of staff on MI's MEL system	3.1. Number of capacity building events organized for MI staff	NA	NA
			3.2. Number of MI staff capacitated on MEL system	NA	NA
		4. Fostered culture of collaboration, learning and adaptation	4.1. Number of sharing, reflection, and learning events organized	NA	NA
			4.2. Number of staff joined in sharing, reflection, and learning events	NA	NA

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		5. Increased capacity development, advisory, and consultancy services on MEL to the GMS member countries, development partners, and other organizations	5.1. Number (and types) of capacity development, advisory, and consultancy services provided	NA	NA
		6. Increased partnership and collaboration with academic and research institutions for monitoring, evaluation, research, and learning	6.1. Number of partnerships established with academic and research institutions	NA	NA
			6.2. Number of joint initiatives with partners on monitoring, evaluation, research, and learning conducted under the partnerships	NA	NA
<b>Communication and Knowledge Management (CKM)</b>	To increase international and regional awareness of MI services and impacts, and to engage and empower GMS stakeholders and champions for effective knowledge building and sharing	7. Broadened public and internal awareness and understanding of MI's expanded portfolio of services	7.1. Number of communication and knowledge products developed by MI (disaggregated by type of products, i.e., press releases, news/social media features, and IEC materials, etc. and type of stakeholders-internal and external)		Not Reported
			7.2. Number of communication and knowledge products disseminated by MI with its staff and external stakeholders (disaggregated by type of products, i.e., press releases, news/social media		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
			features, and IEC materials, etc. and type of stakeholders-internal and external)		
		8. Increased impact visibility of MI's capacity development, research advocacy, and advisory services	8.1. Number of press releases and news stories on MI published/broadcast ed by external media		Not Reported
			8.2. Number of time people accessed MI website, e-learning, and social media platforms (disaggregated by type of e-platforms)		Not Reported
			8.3. Number of new followers of MI social media platforms (disaggregated by the platforms like Facebook, Twitter, LinkedIn, etc.)		Not Reported
			8.4. Number of people actively engaged in MI social media platforms (disaggregated by type of engagement such as Like, Comment, Share and by the platforms like Facebook, Twitter, LinkedIn, etc.)		Not Reported
		9. Enhanced support in wider GMS stakeholder engagement and collaboration through appropriate	9.1. Number of events organized by MI for wider MI-stakeholder engagement and collaboration (disaggregated by type of events and type of external stakeholders)		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		tools, channels, and platforms	9.2. Number of external stakeholders participated in the events organized by MI (disaggregated by type of events and type of external stakeholders)		Not Reported
		10. Fostered engagement of GMS stakeholders and MI staff for effective knowledge building and sharing	10.1. Number of knowledge building and sharing sessions organized for MI staff		Not Reported
			10.2. Number of MI staff attended knowledge building and sharing sessions		Not Reported
<b>Partnership and Resource Mobilization (PRM)</b>	To advance synergy across cooperation frameworks through partnership with GMS governments and development partners for cohesive and holistic impacts for GMS	11. Recognized MI as a regional convener across GMS related cooperation frameworks	11.1. Number of regional cooperation framework recognizing MI as a regional convener		Not Reported
		12. Strengthened partnerships with regional cooperation frameworks and development partners	12.1. Number of active partnerships with existing regional cooperation frameworks and development partners		Not Reported
			12.2. Number of partnerships with new development partners		Not Reported
		13. Sustained and strengthened partnerships with existing and potential development and resource partners, including private	13.1. Number (and %) of existing development partners involved in at least one joint activity with MI in year		Not Reported



Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		sectors through innovative partnership and collaboration model			
		14. Effective and optimum utilization of resources (financial, manpower, and other resources) required for the implementation of MI Strategic Plan 2021-2025	14.1. % of identified resources mobilized to implement MI Strategic Plan and meet the GMS need in annual basis (disaggregated by types of resources)		Not Reported
<b>Finance and Operation (FO)</b>					
<b>Finance and Operations</b>	To establish an accountable, transparent, effective, and efficient finance and operations system for better planning and management in delivering best services to bring the optimum results in the GMS	1. Updated and operationalized MI Operational Manual	1.1. Frequency of updating MI Operation Manual	1 per year	100%
			1.2. Number of annual plans (Activity Plan, Budget Plan, Procurement Plan, Performance Appraisal, Staff Development Plan, General Services Plan, IT Plan) for all the key areas under Finance and Operations	1	100%
			1.3. Number of non-compliance events occurred in the key areas under Finance and Operations		Not Reported
<b>Financial Management</b>	To ensure MI's healthy financial performance and	2. Increased accountability in financial control and management	2.1. Expense rate of MI annual budget	90%	Not Reported
			2.2. Number immaterial findings	5	3

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
	sustainable fund, support each department/unit to operate most efficiently in achieving their goals		in MI annual audit reports		
		3. Improved financial liquidity of MI throughout the year	3.1. Number of negative cashflow events in a year		Not Reported
		4. Developed and operationalized organization-wide effective and efficient financial and accounting system	4.1. Frequency of financial reports generated in time and accurately (both internal and donor reports)	100%	100%
			4.2. Number of standard security measures addressed in the developed online system		Not Reported
			4.3. Percentage of staff rated their satisfaction level on the system more than 3 (in a 5-point scale)	5	4
		5. Minimized the risks of financial management for MI	5.1. Number of pre-identified internal risks in financial management mitigated		Not Reported
<b>Human Resources Development and Management</b>	To optimize the productivity of the human resources of MI by attracting skilled and efficient professionals and further enhancing	6. Strengthened and transparent recruitment strategies and procedures	6.1. Number of adoption or changes according to the new organizational structure	4	4
			6.2. Average number of days to recruit new staff in against of vacant or new position	60	60
			6.3. Rate of satisfaction of	100%	100%

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
	their capacity to deliver the expected outputs and services		department/unit head regarding newly recruited staff		
		7. Enhanced capacity of staff for better productivity and performance	7.1. Number of staff oriented on MI policies, strategies and procedures (including operation, finance, procurement, general services, CKM, PRM, and MEL)		0%
			7.2. Percentage of staff attended capacity building activities financed or supported by MI (as per capacity need assessment list)	30	28.5
			7.3. Average amount of investment of MI for the capacity-building activities per staff	1000	600
			7.4. Percentage of staff delivered good performance (scored 4 or more in annual performance review) throughout the year		Not Reported
		8. Increased recognition, standard salary, incentives, and other benefits for staff in delivering the optimum outputs and services in	8.1. Number of staff recognized and rewarded by MI for extra-ordinary and innovative performances in a year		Not Reported
			8.2. Number of staff promoted internally due to their higher-		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
		greater satisfaction	level performance in a year		
			8.3. Percentage of staff rated their satisfaction level on recognition, salary, incentives and benefit packages more than 3 (in a 5-point scale) in the annual staff survey	100%	Not Reported
		9. Enhanced working environment for staff towards diversified, inclusive, multi-cultural, and positive working environment	9.1. Level of diversity among the staff (disaggregated by gender, nationality, ethnicity, disadvantage, and disability, etc.)	100%	100%
			9.2. Percentage of staff continued working with MI for more than a year	100%	100%
			9.3. Percentage of staff left MI (disaggregated by voluntary and involuntary turnover) in a year	NA	Not Reported
			9.4. Percentage of staff rated their satisfaction level on MI working environment more than 3 (in a 5-point scale) in the annual staff survey	100%	90%
<b>General Service Management</b>	To optimize MI's internal facilities and efficiently deliver excellent	10. Enhanced general services for MI participants, visitors, and staff	10.1. Number of new/improved technologies adopted for better management of general services	100%.	100%

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
	services to the staff, participants, and visitors of MI		10.2. Amount of cost for inputs and resources to run MI operations maintaining the optimum quality of services		Not Reported
			10.3. Rating of quality of general services in internal evaluations (in a 5-point scale)	5	5
			10.4. Percentage of users rated their satisfaction level on the general services more than 3 (in a 5-point scale) (disaggregated by MI staff and suppliers)	5	5
		11. Ensured efficient operation and optimum use of MI assets and equipment	11.1. Rating on timely and smooth operation of assets and equipment in MI internal evaluations (in a 5-point scale)	5	5
			11.2. Rating on optimum use of MI assets and equipment in MI internal evaluations (in a 5-point scale)	5	5
		12. Increased safety and security of people and assets in MI	12.1. Number of unsafe and unsecured events occurred in MI		100%
		13. Increased revenue from the MI resources	13.1. Number and types of diversified general services for generating revenue		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
			13.2. Amount of revenue from the general services		Not Reported
<b>Procurement Service Management</b>	To establish standard procurement systems and provide excellent procurement services ensuring transparency, fair competition, value for money, and the highest integrity level in procuring products and services	14. Effectively managed the procurement of goods and services for MI	14.1. Percentage of procurements completed in expected time and quality	100%	100%
			14.2. Number of long-term agreements with the quality suppliers	39	39
			14.3. Percentage of suppliers rated their satisfaction level on relationship and business dealings with MI more than 3 (in a 5-point scale)	5	5
			14.4. Percentage of staff rated their satisfaction level on the quality of procured goods or services more than 3 (in a 5-point scale)	5	5
		15. Developed and operationalized suitable procurement software to record and track the procure-to-pay (P2P) process to achieve end-to-end (E2E) integration	15.1. Number (and name) of functions of procurement processes included in the online system		Not Reported
			15.2. Number of security measures (following international best practices) addressed in the developed system		Not Reported
			15.3. Number of unsecured events occurred using the		Not Reported

Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
			MI online procurement system		
			15.4. Percentage of users rated their satisfaction level on the system more than 3 (in a 5-point scale) (disaggregated by MI staff and suppliers)		Not Reported
<b>Information Technology Management</b>	To optimize MI's information technology capacity and provide excellent services with secure, reliable, and updated technologies for effective and efficient implementation of programs and operations of MI	16. Developed and operationalized an efficient IT infrastructure for MI	16.1. Number (and name) of hardware, computers, and other equipment purchased/upgraded for their optimum functioning	23	18
			16.2. Number (and name) of software purchased/upgraded to increase the productivity of MI staff	66	65
			16.3. Number of computers using latest paid and secured version of operating system (OS)	40	4
			16.4 Number (and name) of measures taken to enhance the networking in MI	1	1
			16.5. Capacity of cloud storage with automatic cloud backup services for MI data	Have 154.9 GB	Used 19.78GB
			16.6. Number (and name) of measures	40	40



Area	Goal	Long-term Results	Performance Indicators	Annual Progress (Q1-Q4)	
				Plan	Achieved
			taken to improve the security of the MI IT infrastructure		
		17. Improved IT services provided to MI staff and both internal and external events	17.1. Percentage of users rated their satisfaction level on IT infrastructure and services during events more than 3 (in a 5-point scale) (disaggregated by MI staff and external users)		Not Reported
		18. Ensured smooth operation and maintenance of computers and IT equipment	18.1. Rating on smooth operation and maintenance of computers and IT equipment in MI internal evaluations (in a 5-point scale)		Not Reported