

MEKONG INSTITUTE

STEERING COMMITTEE MEETING

2/2024

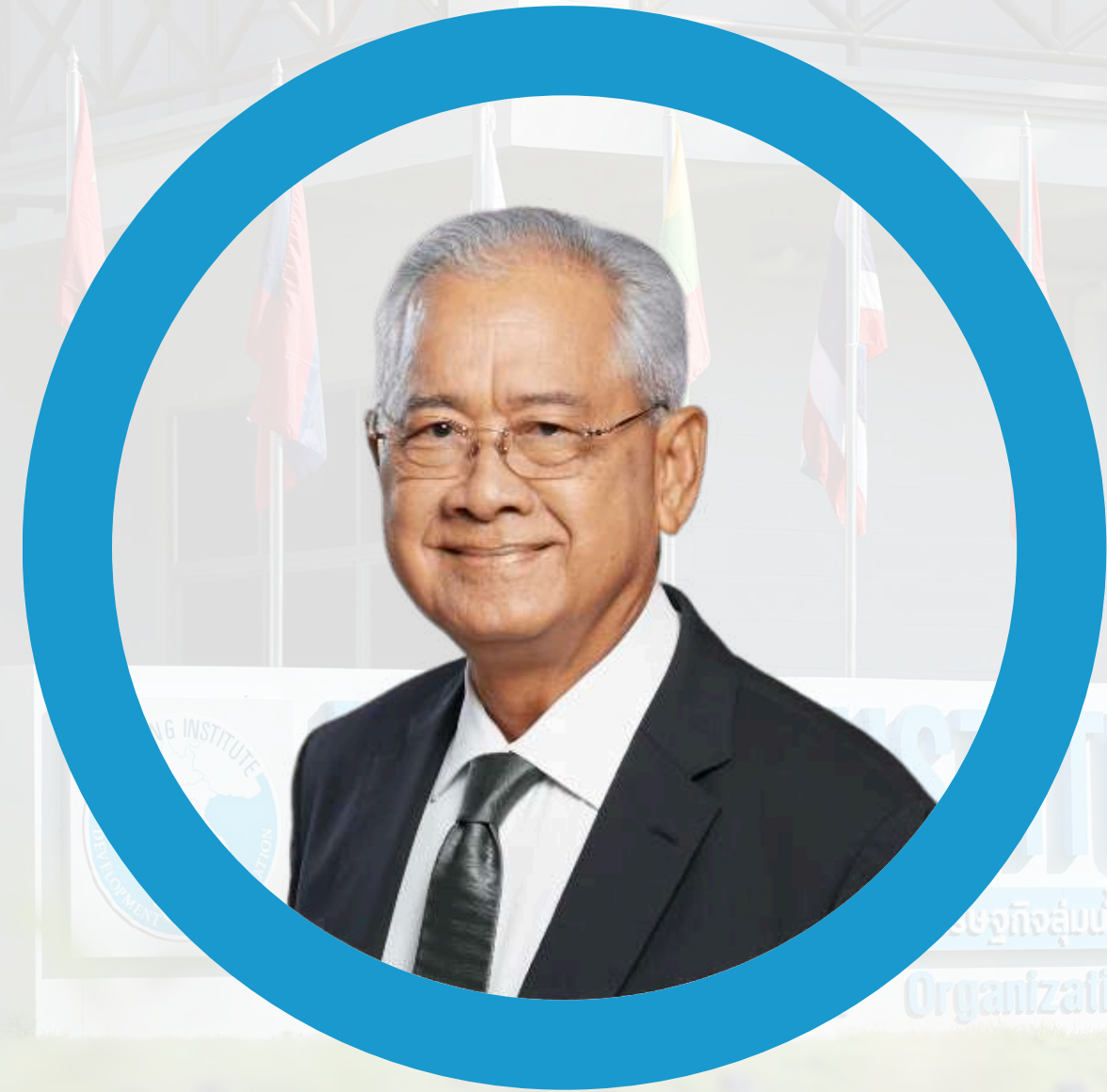


MEKONG
INSTITUTE

Online via Zoom
November 19, 2024 | 14.00-16.00 (UTC+07)

ITEM 1

WELCOME REMARKS



DR. NARONGCHAI AKRASANEE
MI Steering Committee Chairman

ITEM 1

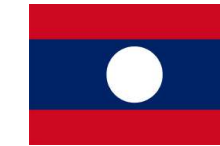
PARTICIPANTS



Mr. Hang Suviddya
Cambodia



Mr. Yang Jun
(On behalf of Mr. Ye Xuenong)
China



Mr. Phoummachanh Bodhisane
(On behalf of Mr. Inthasone Thirakull)
Lao PDR



Dr. Aung Moe Chai
Myanmar



Mrs. Arunee Hiam
Thailand



Mr. Nguyen Viet Ha
Viet Nam



Mr. Suriyan Vichitlekarn
MI Executive Director

Chaired by: **Dr. Narongchai Akrasanee**
MI Steering Committee Chairperson

Observers from GMS Countries
MI Secretariat Senior Management Team and Members

ITEM 2

ADOPTION OF THE AGENDA



PROVISIONAL PROGRAM AGENDA
Online Steering Committee Meeting No. 2/2024
 November 19, 2024, at 14:00 – 16:00 PM. (Thailand Time)

As of November 5

14:00 – 14:05	ITEM 1:	Welcome Remarks By Dr. Narongchai Akrasanee, Chairman of MI Steering Committee
14:05 – 14:10	ITEM 2:	Adoption of the Agenda
14:10 – 14:15	ITEM 3:	Business Arrangements
14:15 – 14:20	ITEM 4:	Minutes Adoption of the Steering Committee Meeting No. 1/2024 Action Progress of Recommendation from Governing Board Meeting 1/2024
14:20 – 14:45	ITEM 5:	Matters for Acknowledgement By Dr. Narongchai Akrasanee, Chairman of MI Steering Committee 5.1 Annual Performance Review 2024 5.2 Concept Note on MI Contribution to the Reduction of Transboundary Haze in the GMS
14:45 – 15:00		<i>Group Photo and Refreshment/ Break</i>
15:00 – 15:40	ITEM 6:	Matters for Consideration By Dr. Narongchai Akrasanee, Chairman of MI Steering Committee 6.1 Draft Implementation Plan for the Recommendations from the Mid-Term Review (MTR) of the MI Strategic Plan 2021-2025 6.2 Concept Note on Evaluation of the current MI Strategic Plan 2021 – 2025 and Formulation of the new MI Strategic Plan 2026-2030 6.3 Purchasing and implementing the Financial Management Software ‘Sun Systems’ 6.4 Concept Note on Commemoration of MI 30th Anniversary 6.5 Review Mekong Institute’s Work Plan and Budget 2025 and 2026 6.6 Endorsement of External Auditor for 2025 and 2026 6.7 Appointment of Sub-committee for 2024 Executive Director Performance Evaluation
15:40 – 15:55	ITEM 7:	Country Reports of Steering Committee Members
16:55 – 16:00	ITEM 8:	Date and Venue of Governing Board Meeting No. 2/2024
16:00	ITEM 9:	Other Matters



ITEM 3

BUSINESS ARRANGEMENTS

- **Technical problems:** Please message the meeting host's chat box, or contact Ms. Anne via Line, WeChat, or Facebook.
- All Steering Committee Members are requested to join the **group photo session after Agenda Item 5** (Matters for Acknowledgement)
- There will be a 15-minute break after Agenda Item 5
- The Meeting will conclude at 4:00 PM, Bangkok Time
- For any other queries, kindly contact:
Ms. Anne Pumira at +66 (0) 98 584 7446 or pornwilai@mekonginstitute.org

ITEM 4

MINUTES ADOPTION
OF THE SC MEETING
NO. 1/2024

ACTION PROGRESS OF
RECOMMENDATIONS
FROM GB MEETING
1/2024



THE MINUTES WILL BE PRESENTED IN A SEPARATE FILE.

Action Progress of Recommendations from GB Meeting 1/2024

	Subject	Recommendation	Status
1	PROSAFE	Potential for a transition project post-PROSAFE lasting about one and a half years.	A transition project is being formalized and awaiting approval and fund transfer.
2	Mid-Term Review (MTR) of the MI Strategic Plan 2021-2025	A subcommittee composed of representatives from China, Cambodia, Lao PDR, MI, and New Zealand to review and select the findings and recommendations from the MTR.	The MTR sub-committee organized and submitted conclusion and recommendations.
3	MI Operations Manual	The final draft of the Revised Operations Manual should be disseminated to the GB.	The Revised Operations Manual has been circulated to the GB.
4	Salary Scale	MI should carefully consider the implementation of the new salary scale to avoid burdening MI's financial performance	SMT is assessing the financial implication. The implementation is planned in mid-2025.
5	Multi-year Work Plan	MI Secretariat should further elaborate on the multi-year work plan and provide more concrete details based on the insights and feedback from the midterm review for submission at the next meeting.	Action has been taken and will report this under Matters for Consideration.
6	ED Performance Evaluation	A sub-committee was proposed for the 2023 Executive Director Performance Evaluation	Action has been taken and reported to GB 1/2024 meeting

ITEM 5

MATTERS FOR ACKNOWLEDGEMENT

5.1 Annual Performance Review 2024

5.2 Concept Note on MI Contribution to
the Reduction of Transboundary Haze in
the GMS

DR. NARONGCHAI AKRASANEE

MI Steering Committee
Chairman



PROGRAM HIGHLIGHTS

1 Rolling out private sector initiatives (ESG supply chain & energy storage solution)

2 Shift from food safety to climate smart & resilience agriculture under the Agrifood systems transformation

3 Digitalization, Innovation and Technology (DIT)

4 Research for policies

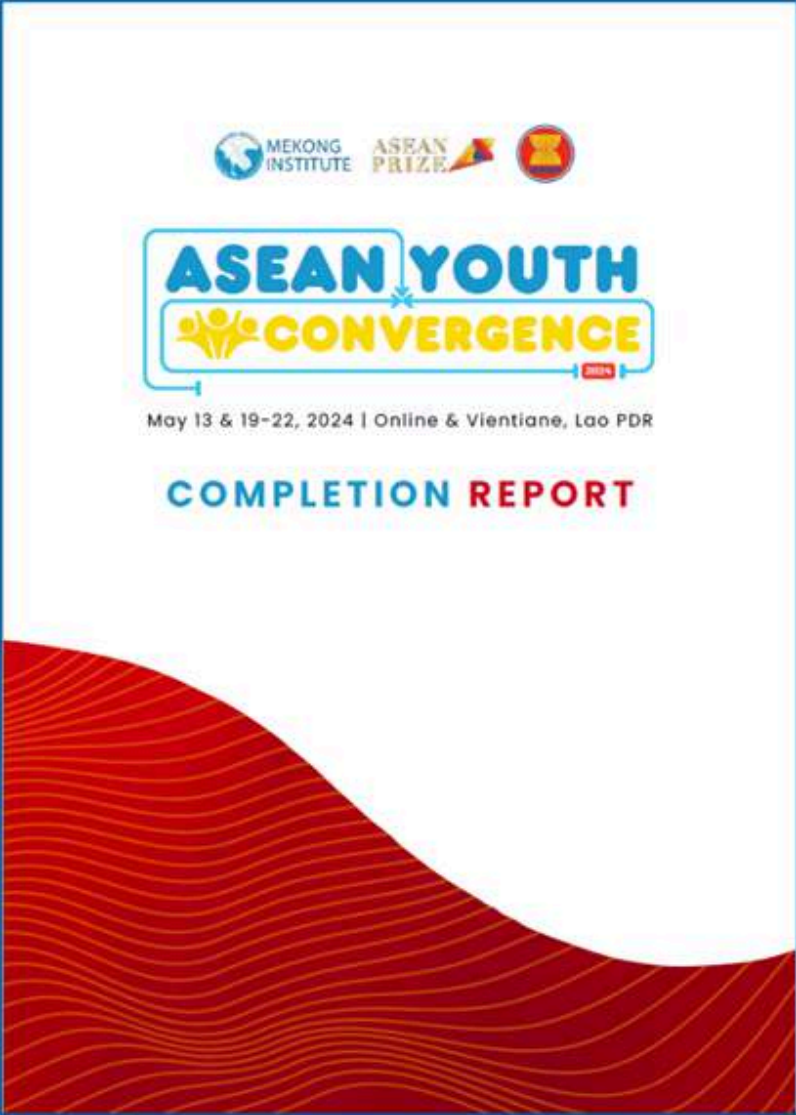
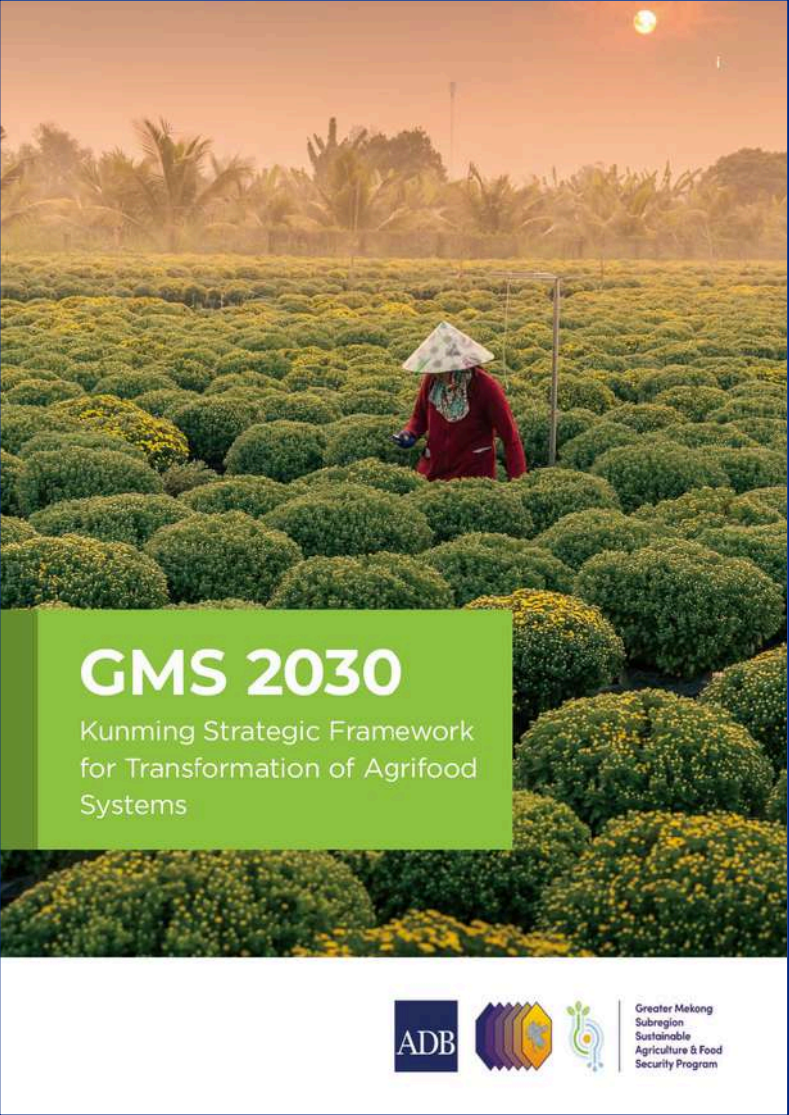
5 *From training and workshop to knowledge network*

6 Policy and advisory support to GMS Program

7 Expanding investment and business opportunities

8 Kick-Off of RPHL Project by Global Fund

REPORT/PUBLICATION HIGHLIGHTS



Note: Not yet approved for circulation.

INSTITUTIONAL HIGHLIGHTS



MI's participation at the **6th GMS Environment Ministers' Meeting** in Cambodia.



MI was invited to the **8th GMS Summit**, the **Development Partners' Meeting** and the **2024 GMS Governor's Forum**, highlighting enhanced recognition and contribution of MI's work in Kunming, China.



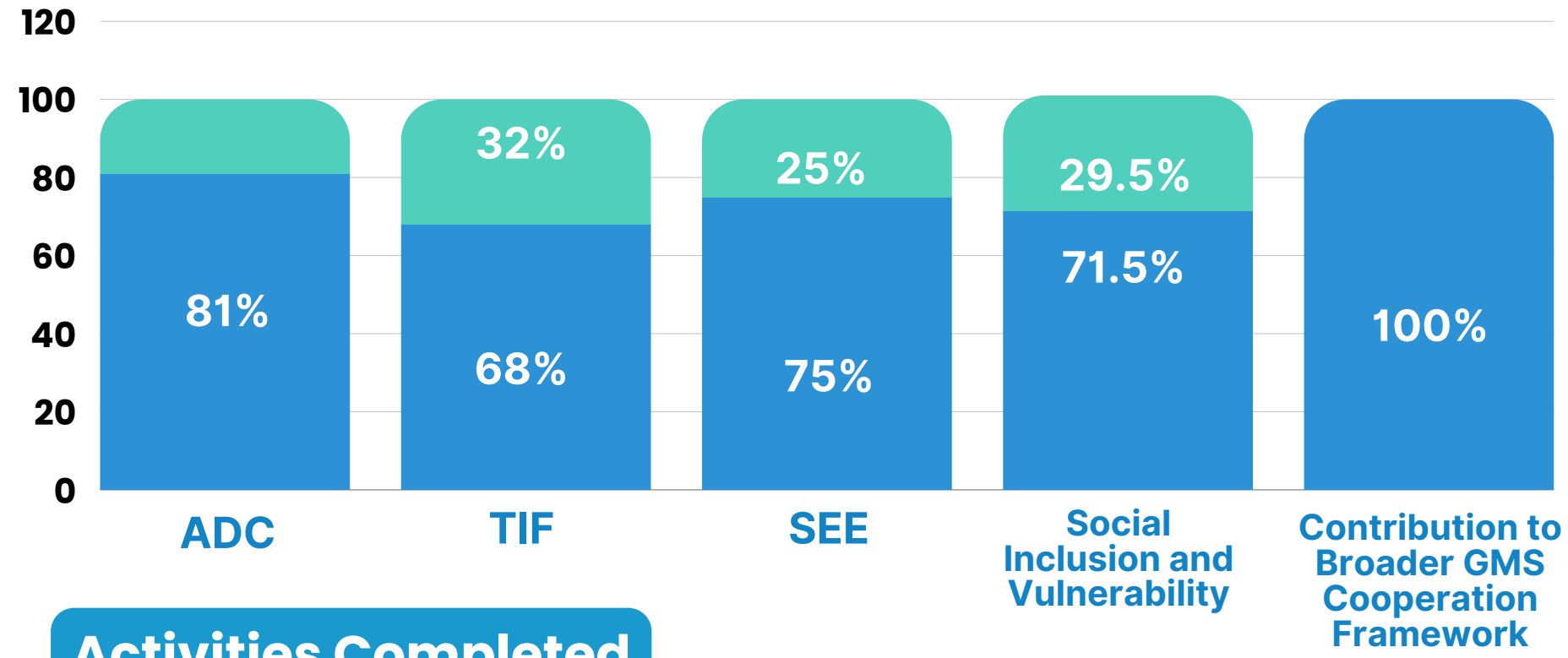
MI engages with regional organizations -- **Asian Development Bank, Asian Disaster Preparedness Center and Stockholm Environment Institute** -- to explore ways to improve our organizational strategy and operations in a rapidly evolving development landscape.

ITEM 5.1

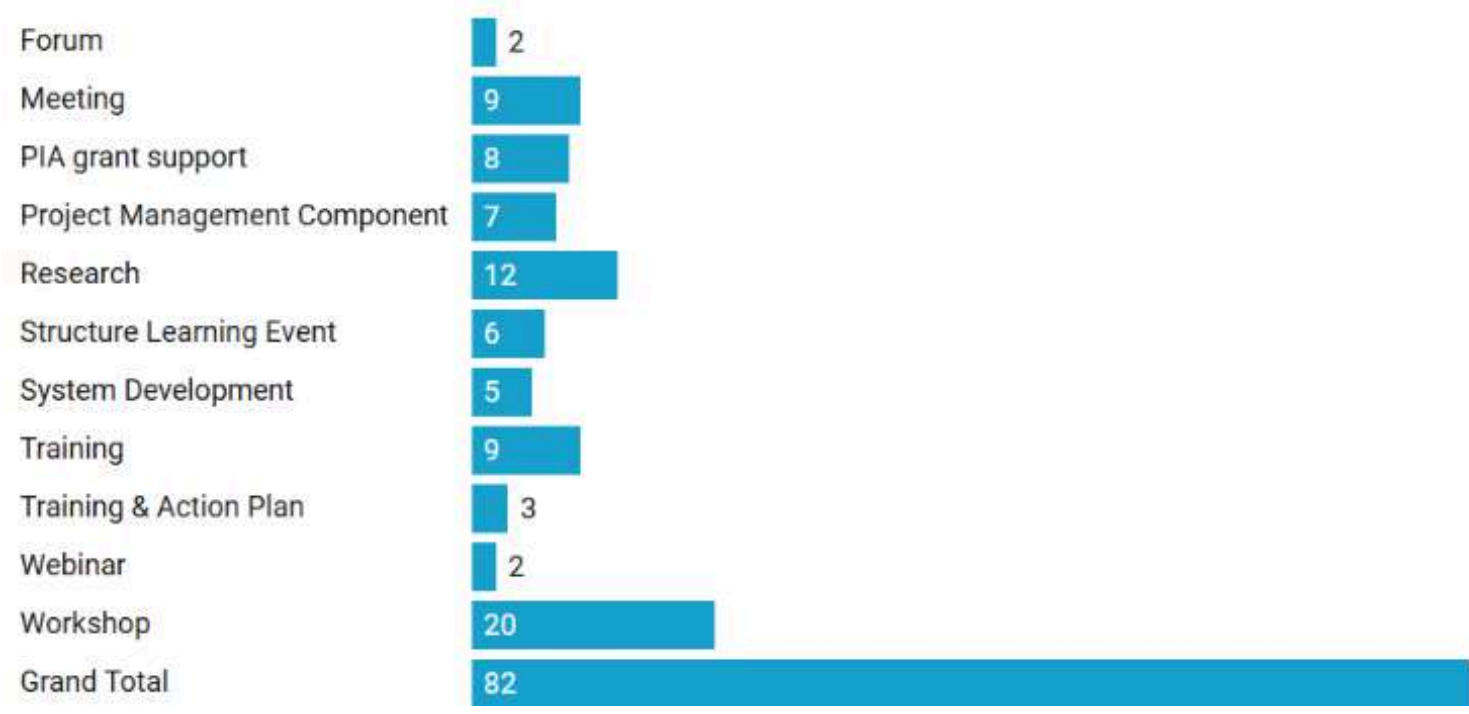
2H 2024 ACTIVITY REPORT



CORE DEVELOPMENT AREAS



Activities Completed



Complete
Incomplete

- Project based tracking as of October 2024



CORE DEVELOPMENT AREAS

1523

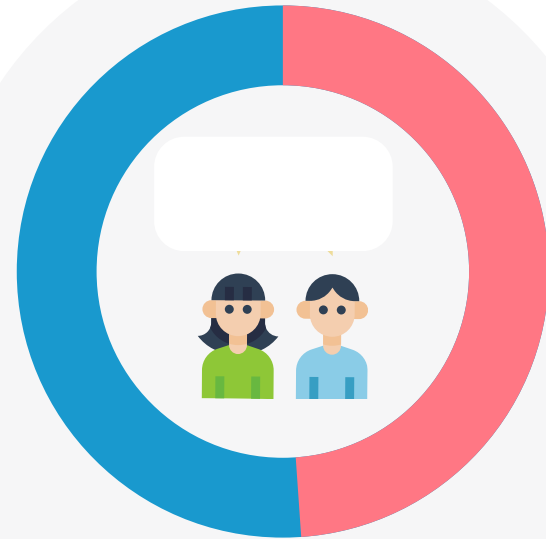
Direct Participants

34

Projects Implemented*

38

Capacity Development Events Organized



Direct Participants by Sex

Female (763) : 49%

Male (792) : 51%

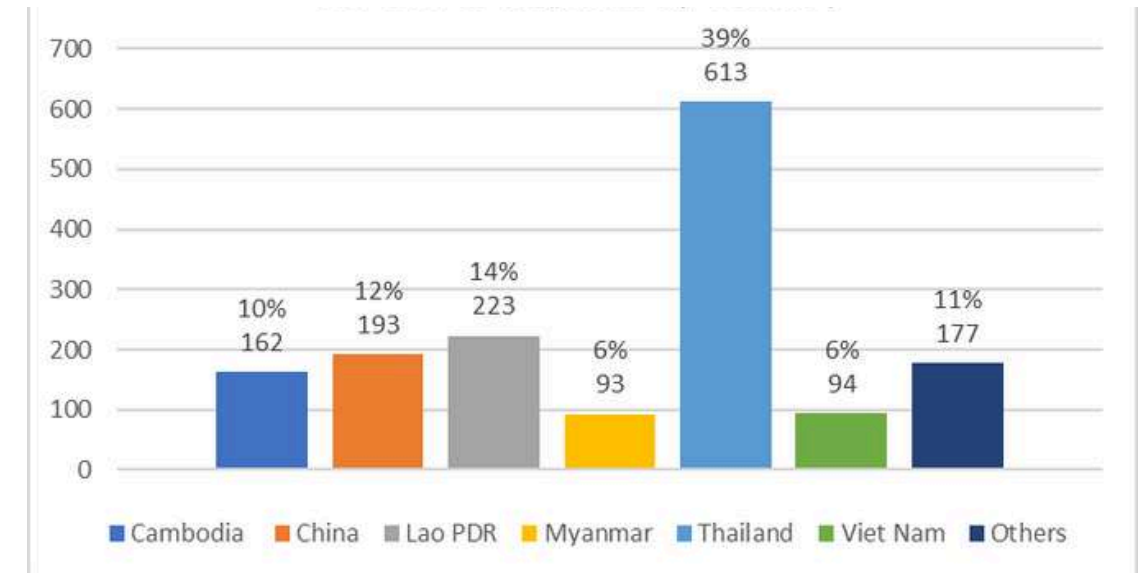


Direct Participants by Sector

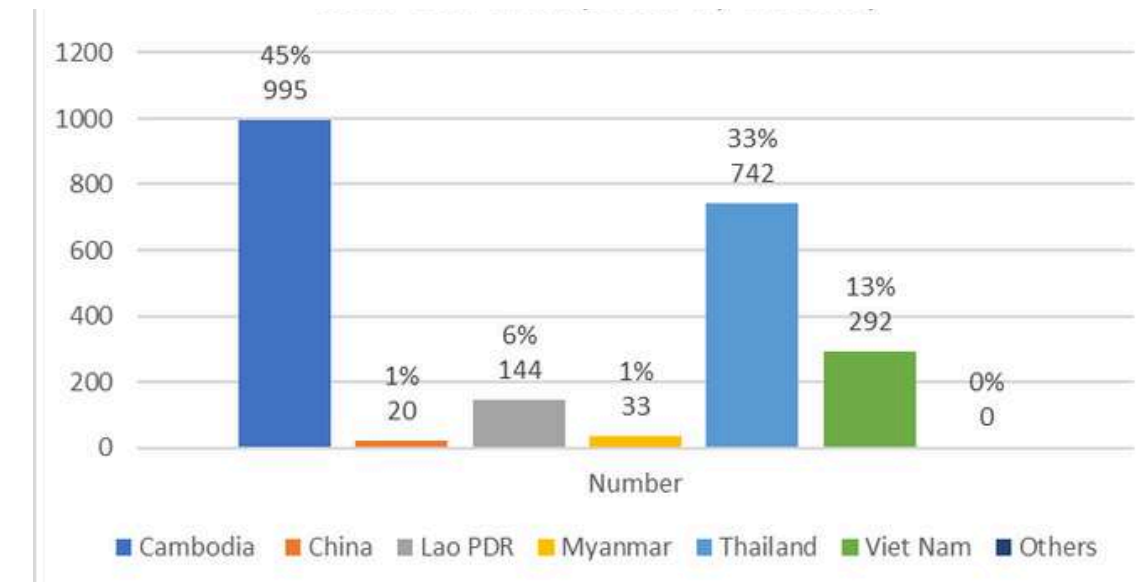
Private (356) : 23%

Public (1199) : 77%

Direct Participants by Country



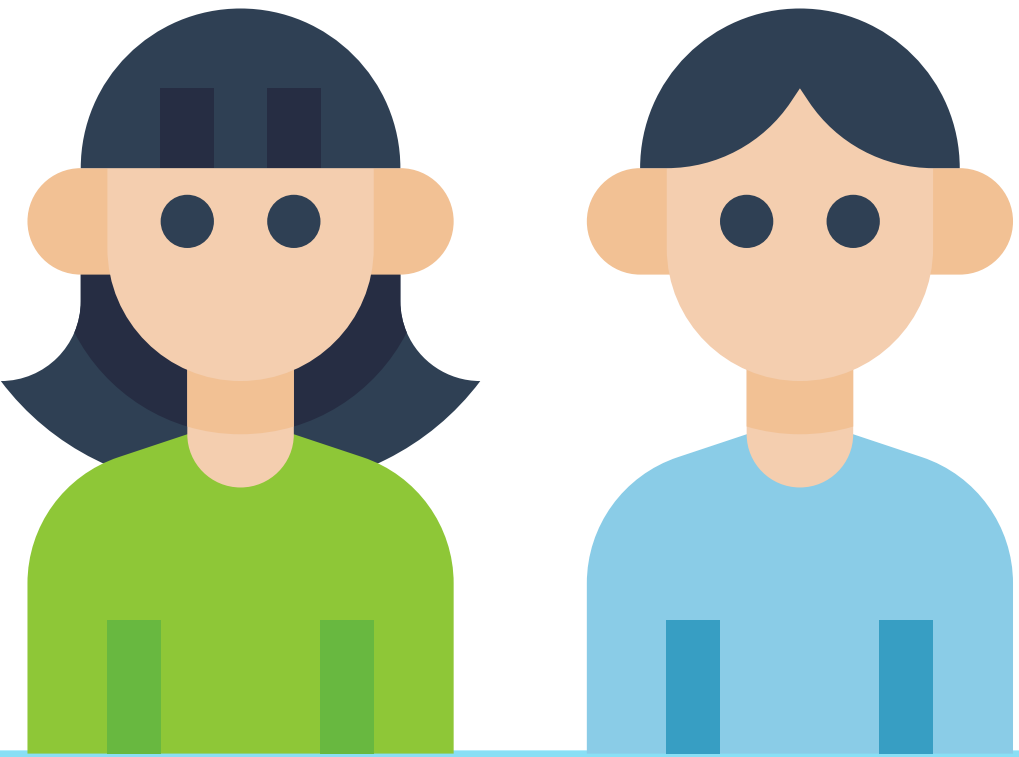
Indirect Participants by Country



*14 - long-term, 9 - short-term, and 11 - one-off

CORE DEVELOPMENT AREAS

Direct Participants
Perception &
Satisfaction



Increased Knowledge & Skills	86.0
Confident to apply Knowledge & Skills	79.0
Relevance of MI's CD Events	87.0
Training Quality	95.0



MONITORING, EVALUATION AND LEARNING (MEL)

- Maintained and optimized operations of the results-based web-based management system and coordinated internal reporting requirements, planning and learning.
- Conducted MEL internal process mapping to enhance data collection and identified and improvements to streamline data collection and support continuous improvement.
- Developed processes for the Strategic Plan evaluation and development with advice from the senior management team.



COMMUNICATIONS AND KNOWLEDGE MANAGEMENT (CKM)

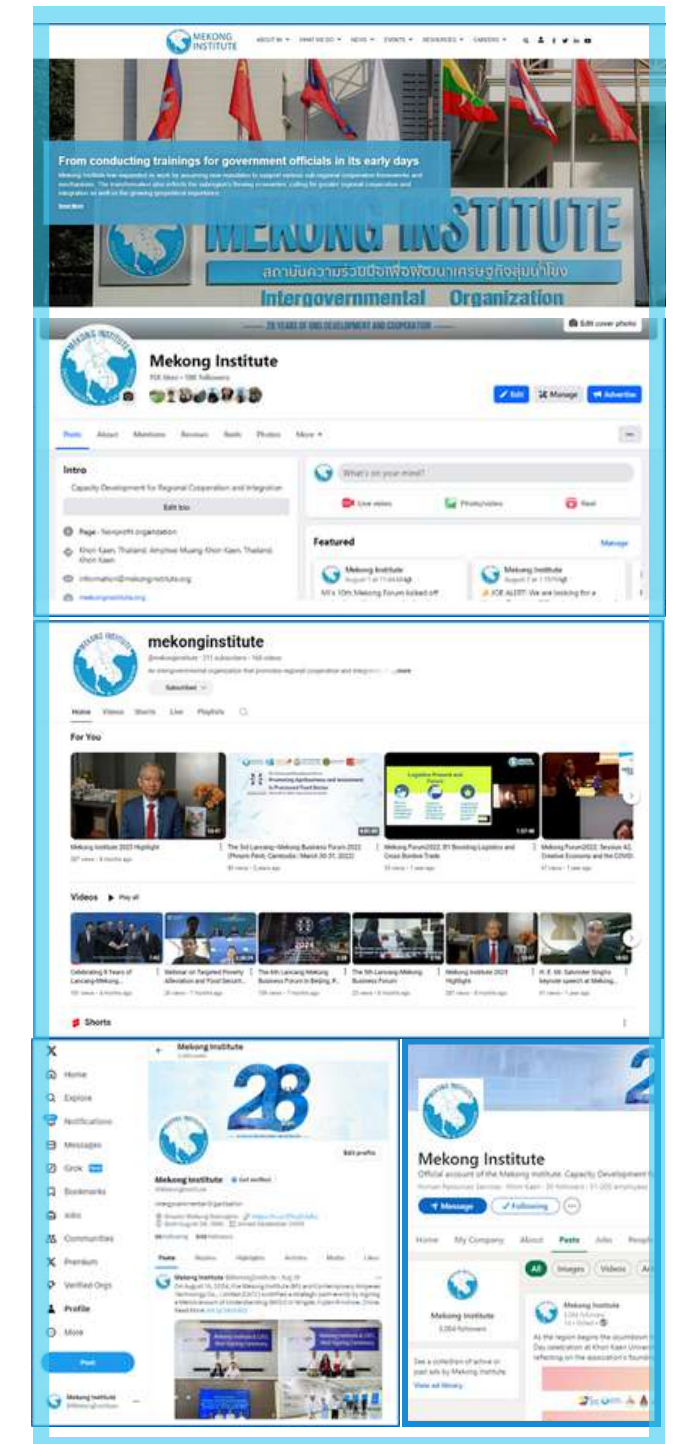
Website Upgrade

MI has upgraded our website with improved features and new sections designed to engage our audience and serve as the organization's central information hub.

Enhanced Outreach and Visibility

Our outreach has continued to expand across multiple platforms. Key facts and figures are:

- Facebook Followers: 18,312 (14.8% increase from 2023)
- Twitter Followers: 862 (8.5 % increase from 2023)
- LinkedIn Followers: 3,078 (67.5 % increase from 2023)



COMMUNICATIONS AND KNOWLEDGE MANAGEMENT (CKM)

Increase in Media Coverage

- Total PR Value: 50,378,779.00 baht
- Total Reach: 424,135,998.00 individuals

Key Observations

- Social Media: Facebook emerged as the primary social media platform
- Top Featured Units: The Office of the ED Unit and the Trade and Investment Facilitation Dept. secured the highest media coverage in 2024.
- Untapped Potential: Television and radio present significant reach opportunities that remain largely untapped.

ASEAN, Mekong Institute empower youth in civic engagement for stronger regional community

May 21, 2024



Bangkok Post
 Section: Business/NATIONAL
 Date: Friday 5 April 2024
 Volume: - No: - Page: B4(Top)
 Col Insh: 58.62 Ad Value: 78,023.22 PR Value (x3): 234,069.66 Clip: Full Color
 Headline: Seamless connectivity in subregion touted

Seamless connectivity in subregion touted

Goal is easier cross-border movement

PHUSADDEE ARUNMAS

The International Institute for Trade and Development is proposing the acceleration of seamless connectivity in the Greater Mekong Subregion (GMS) countries via the Cross-Border Transport Facilitation Agreement (CBTA) with member countries to establish common measures and rules that foster effective cross-border movement of people, goods and services.

During a keynote speech yesterday at the institute's research forum entitled "Upgrading Thailand's Gateway and MSMEs' Export", Narongchai Aleksaree, chairman of the Steering Committee and Council Committee of the Mekong Institute and chairman of Khon Kaen University Council, said the CBTA is a flagship initiative of the GMS Economic Cooperation Program to facilitate the cross-border movement of people and goods.

With support from the Asian Development Bank, the CBTA was initiated in 1992 by six GMS countries — Cambodia, China (specifically Yunnan province and Guangxi Zhuang Autonomous Region), Laos, Myanmar, Thailand and Vietnam — to reap the benefits of greater economic connectivity through three pillars: improved connectivity, greater competitiveness and the spirit of community.

"For a seamlessly connected sub-region, connectivity is important, especially along the GMS East-West Economic Corridor and North-South Economic Corridor, and should be promoted using roads, railways and airports to increase trade and investment in the region," said Mr Narongchai.

Jitima Nakamano, director of the Bureau of Asian Economic Community, Trade Negotiations Department, said cross-border trade via border checkpoints tallied 1.4 trillion baht, with a target of 2 trillion baht by 2027 under the government's investment promotion strategy for 2024-27.

The four objectives comprise improving competitiveness, upgrading trade checkpoints, leveraging trade agreements and promoting investment in border areas.

This involves negotiation with member countries to accept the rules and standards associated with the implementation of the CBTA via mutual recognition agreements to promote transport and trade facilitation.

Wimon Pankong, deputy executive director of the institute, said after the GMS CBTA agreement came into force, both border officials and business operators were not fully utilizing the agreement as some member states amended their national regulations in response to the implementation requirements.

When fully implemented, the CBTA will improve the efficiency of transport services by facilitating cross-border transport, complement economic corridors and physical infrastructure and investment, and create a more favourable environment for cross-border trade, investment and tourism, he said.

However, institutional mechanisms for monitoring and ensuring the accelerated implementation of the CBTA should be put in place, said Mr Wimon.

Joint committee meetings should be held semi-annually with consideration of integration with other potential cooperation frameworks such as the Apyayawady-Chao Phraya-Mekong Economic Cooperation Strategy, the Lancang-Mekong Cooperation or Asian-China connectivity, he said.



The ASEAN Prize Symposium 2024, the flagship programme to promote the ASEAN's regional premier award and its roles in celebrating ASEAN's distinguished individual and organization with outstanding contributions and significant achievements towards fostering regional integration and community building, was successfully convened on 20 May 2024 in Vientiane, Lao PDR.

Featuring the last three ASEAN Prize Recipients from 2021 to 2023, the ASEAN Prize Symposium highlighted the Recipient's perspectives and exemplary efforts in promoting people-oriented and people-centered ASEAN Community, thereby facilitating the building of common understanding among ASEAN individuals and entities about their potentials and pivotal contributions in shaping a robust regional community. Attended over 100 participants, the programme mainly discussed the trends and opportunities on the regional cooperation, youth leadership and women's economic empowerment.



EXTERNAL RELATIONS AND PROTOCOL (ERP)

Enhanced Existing Partnership

(including other development partners under Mekong-related cooperations)



Mekong River Commission



Thai Foreign Affairs Minister



China Southern Power Grid Co., Ltd.



Khon Kaen University and ASEAN Secretariat

Promoting new partnership and MOU Formalization



Central Asia Regional Economic Cooperation Institute (CI)



Contemporary Ampere Technology Co., Limited (CATL)



The Centre for Indonesia-Malaysia-Thailand Subregional Cooperation (CIMT)



Chiang Mai University's Faculty of Political Science and Public Administration



Khon Kaen University's College of Local Administration



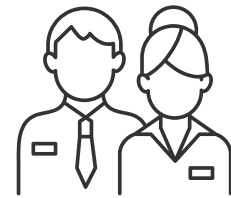
Southwest Forestry University



HUMAN RESOURCES MANAGEMENT

MI Personnel

58



STAFF

The current staff count reflects a 21% increase compared to 2023, when there were only 48 staff members.

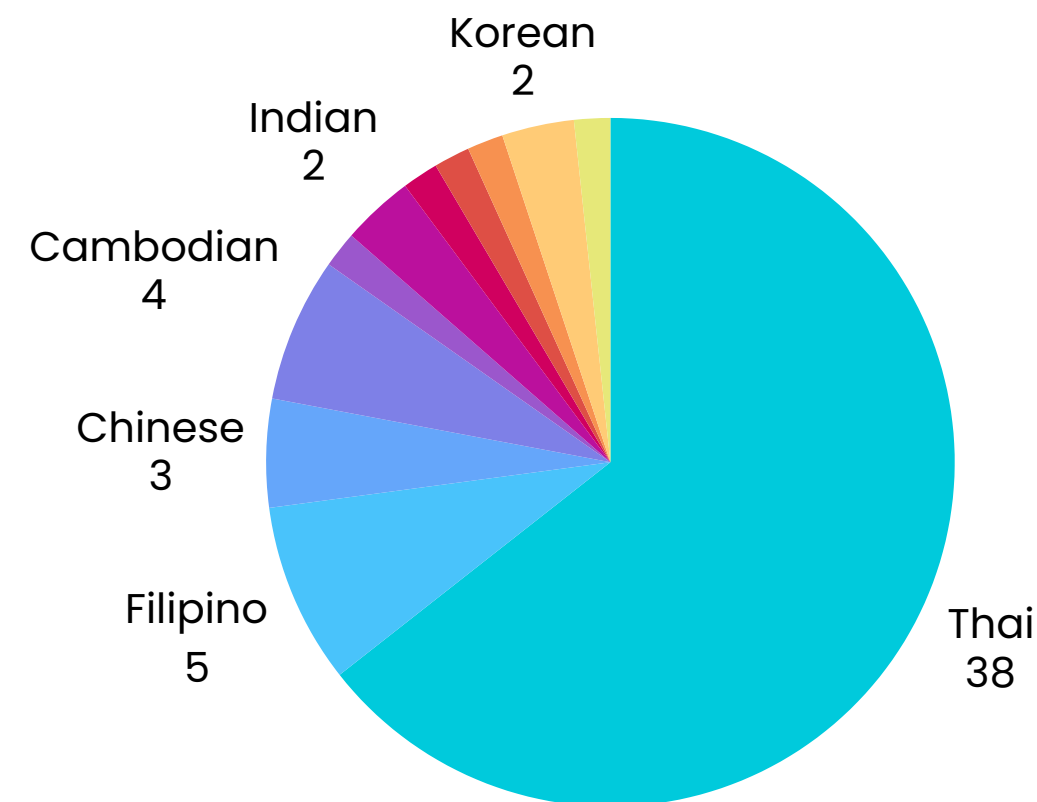
10

NATIONALITIES

Female (38) : 66%

Male (20) : 34 %

Nationality Breakdown



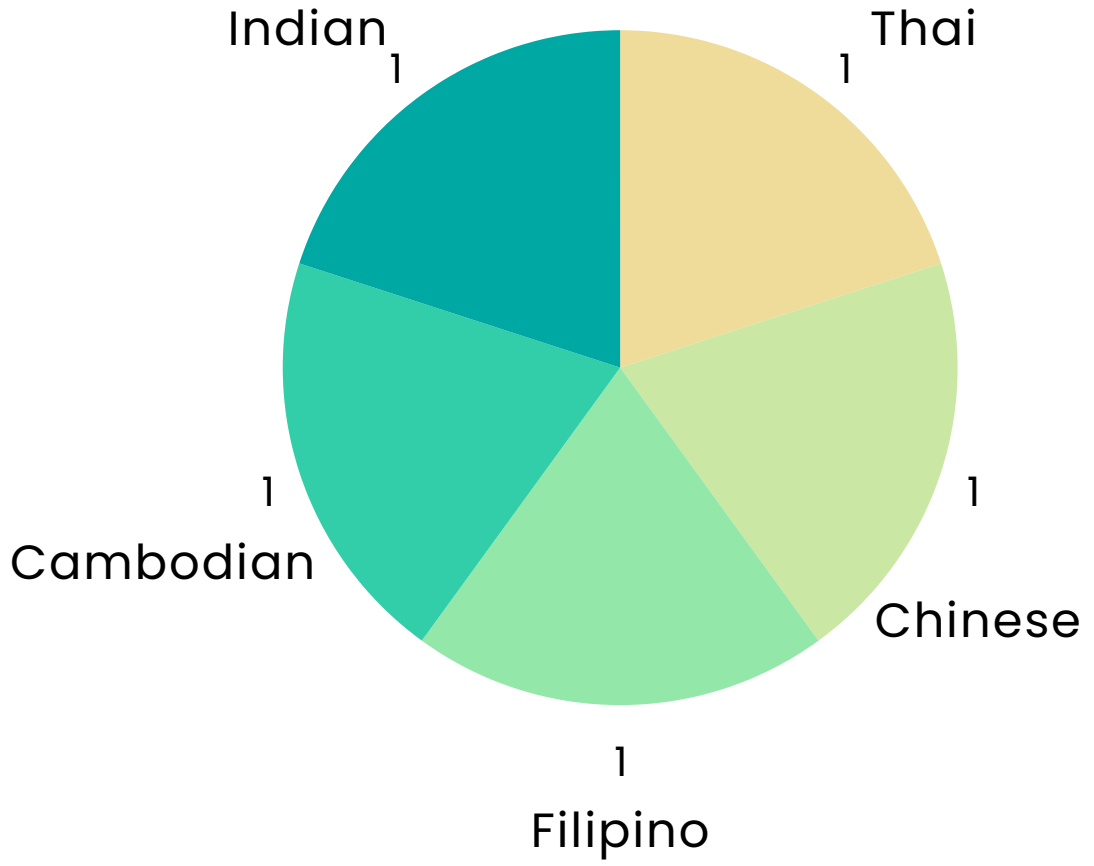
Currently, the staff represents all six GMS countries.

Recruitment Plan (Regular Contract)

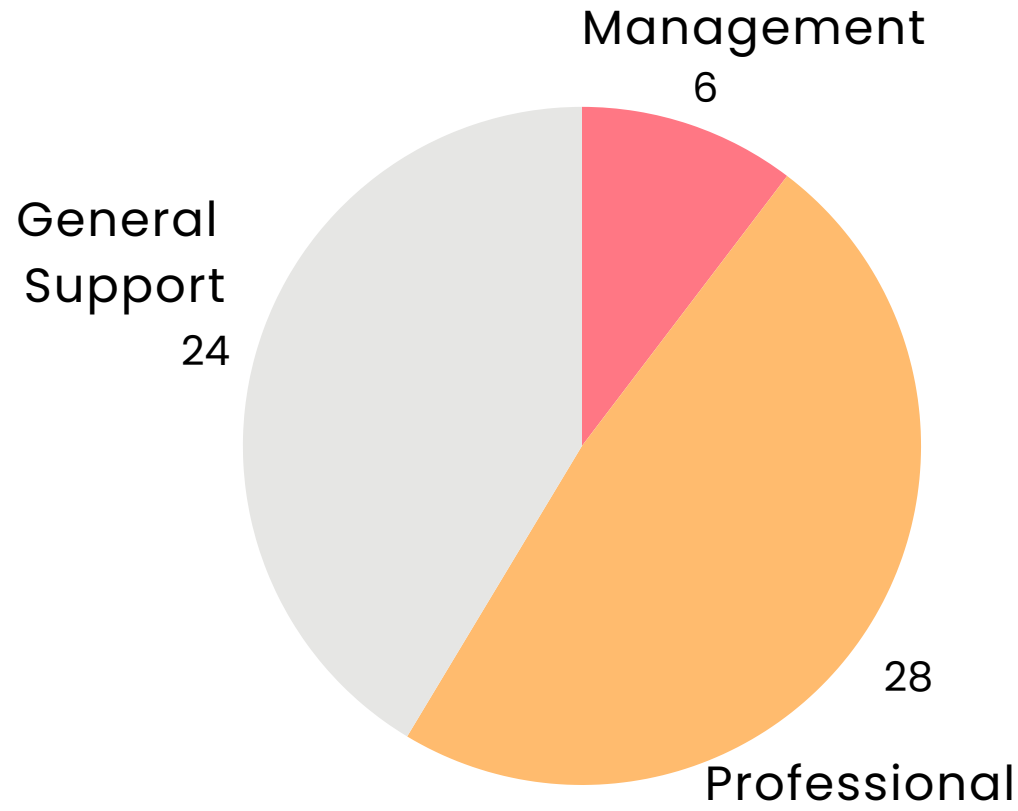
- ADC Director (in process)
- TIF Program Coordinator
- TIF Program Manager
- HR Officer (in process)
- IT Manager

HUMAN RESOURCES MANAGEMENT

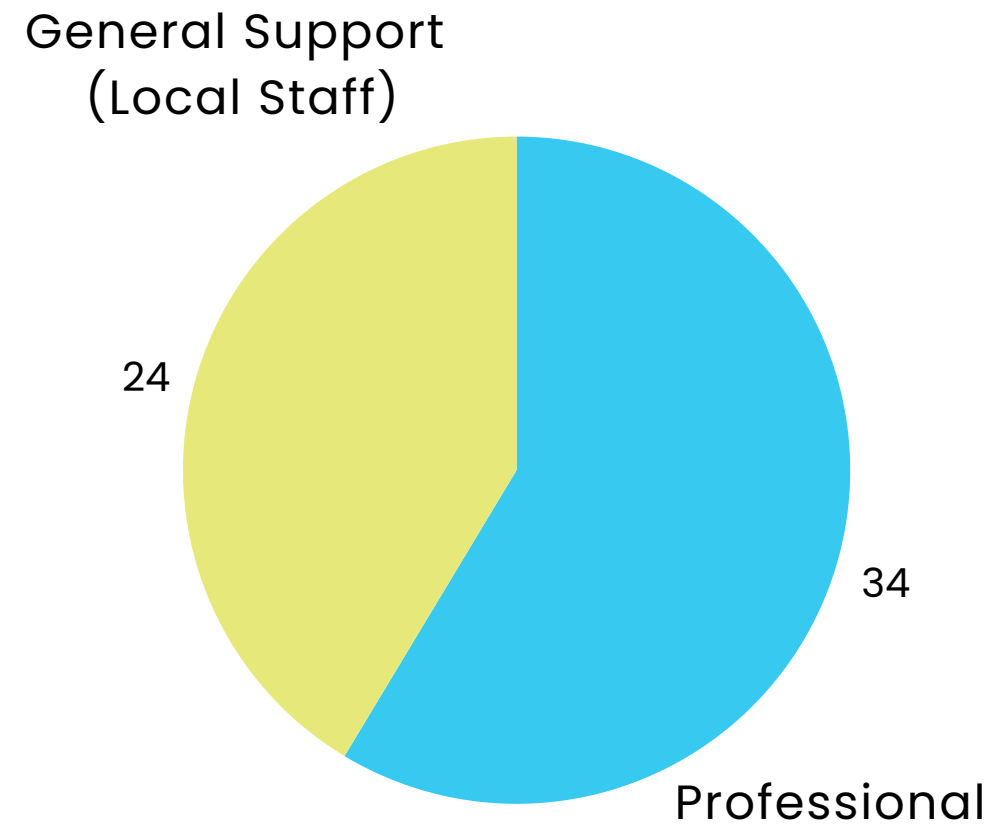
MI Senior Management Team



Professional Classification



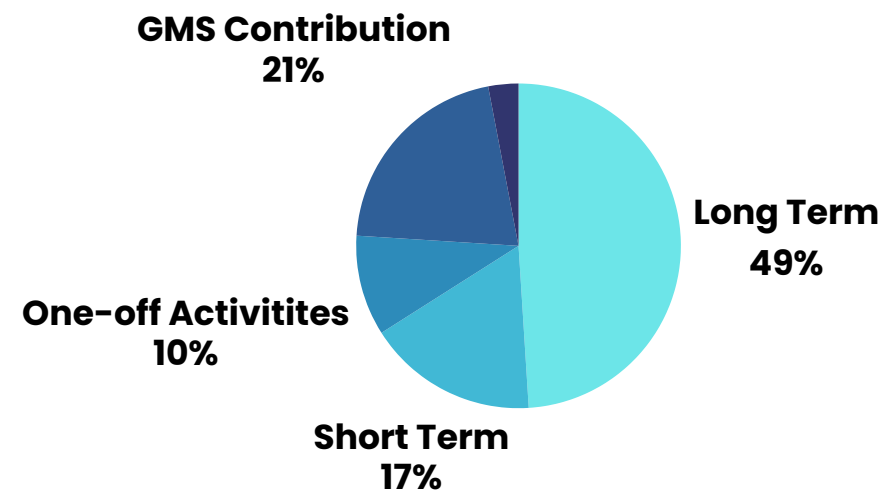
Staff Classification



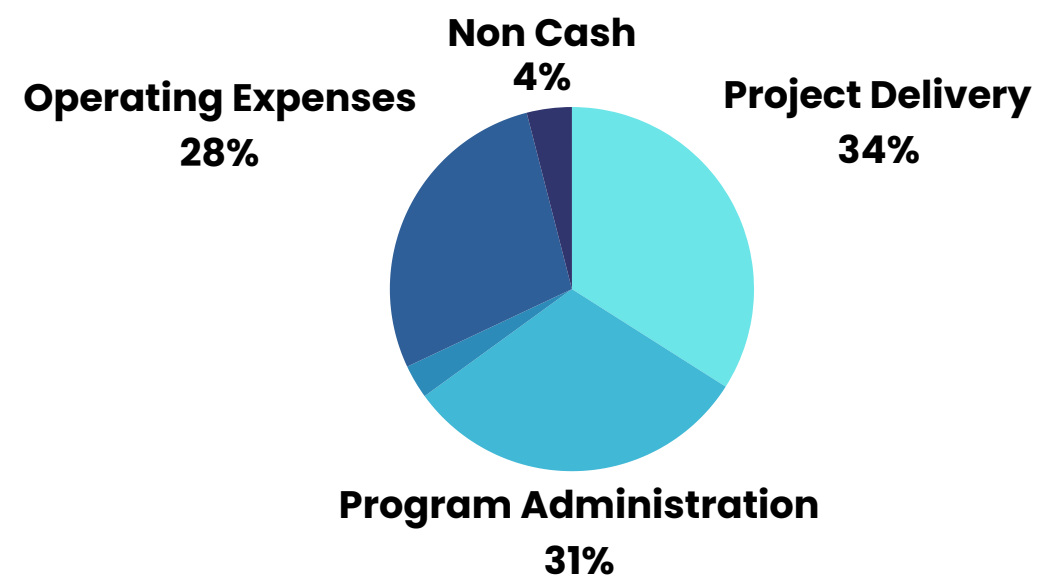
FINANCIAL MANAGEMENT

STATEMENT OF REVENUE AND EXPENSES JAN - SEP 2024

Revenue Sources



Expenditures



Revenue Sources

REVENUE	AMOUNT
Project	
Long Term	897,939
Short Term	310,111
One off	184,459
SUBTOTAL	1,392,509
GMS Contribution	384,905
Other Revenue	55,026
TOTAL REVENUE	1,832,440

Expenditures

EXPENSES	AMOUNT
Project and Program	
Project Delivery	787,621
Program Administration	709,332
Business Development	66,925
SUBTOTAL	1,563,878
Operating	652,135
Net Earning (deficit)	(383,573)
Non-Cash	57,872
Net Earning (deficit)	(441,445)

DEFICIT: US\$441,445

FORECASTING THE ANNUAL FINANCIAL PERFORMANCE FOR 2024

Net Deficit at the end of Dec 2024:

DEFICIT: US\$ 157, 816

The primary cause of the deficit is that MI did not receive the anticipated non-traditional funding as planned. To address this shortfall, MI will utilize the accumulated amount from the reserve fund.

Description	Approved Budget	Revised Budget	Actual Jan-Sep	Forecast Oct-Dec	Total Forecast Jan-Dec	Variance
Revenue	3,677,064		1,832,440	1,242,455	3,074,895	(602,169)
Expense	3,515,528		2,216,013	942,617	3,158,630	(356,898)
Earning/(Deficit)	161,536		(383,573)	299,839	(83,734)	(245,270)
Non-Cash expense	108,698		57,872	16,210	74,082	(34,616)
Earning/(Deficit) - Non-cash	52,838		(441,445)	283,629	(157,816)	(210,654)

Description	January	February	March	April	May	June	July	Aug	Sept	Oct-Dec	Total
Total Revenue	179,757	153,435	177,251	270,209	394,577	222,700	111,959	93,064	229,488	1,242,456	3,074,895
Total Expense	244,224	230,571	226,115	224,828	379,133	274,548	210,816	265,778	217,873	958,826	3,232,711
Earning and (Deficit)	(64,466)	(77,136)	(48,864)	45,380	15,445	(51,848)	(98,857)	(172,715)	11,615	283,629	(157,816)

MI's financial performance for 2024 aims to minimize the deficit, with projections indicating that it will reach between 90% and 99% of the total forecast for January to December 2024.

FORECASTING THE ANNUAL FINANCIAL PERFORMANCE FOR 2024

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If we include 180K from NZ for Non-Program expense

Description	Approved Revised Budget	Actual Jan-Sept	Forecast Oct-Dec	Total Forecast Jan-Dec	Variance
Revenue	3,677,064	1,832,440	1,422,455	3,254,895	(602,169)
Expense	3,515,528	2,216,013	942,617	3,158,630	(356,898)
Earning/(Deficit)	161,536	(383,573)	479,839	96,266	(245,270)
Non-Cash expense	108,698	57,872	16,210	74,082	(34,616)
Earning/(Deficit) - Non-cash	52,838	(441,445)	463,629	22,184	(210,654)

MI's financial performance for 2024 will be maximized the deficit. The forecast will reach 90% - 99% per the total forecast for Jan-Dec 2024.

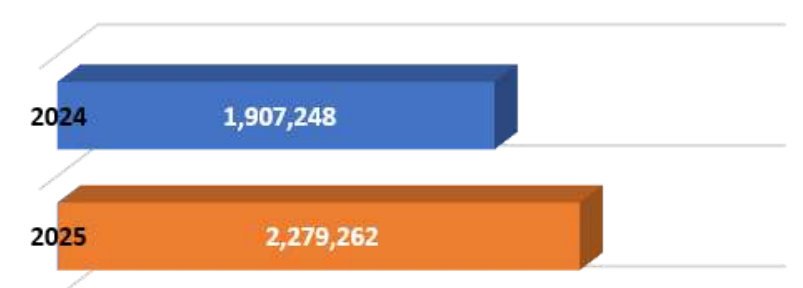
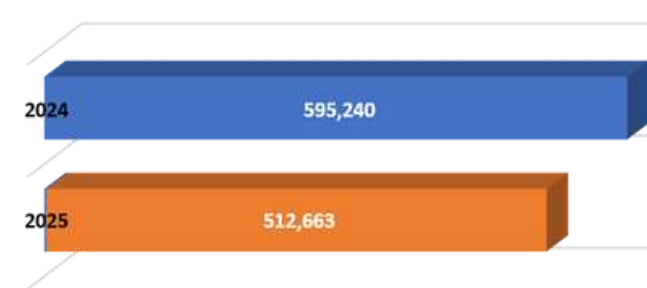
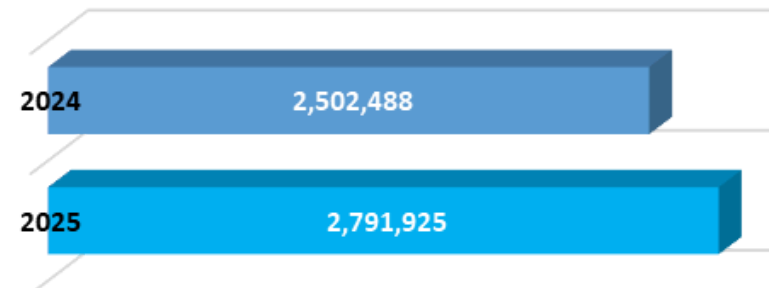
FINANCIAL MANAGEMENT

Type of Fund	Consolidated Program Departments			
	2025	2024	Difference	Percentage
Traditional Fund	310,111	512,663	(82,577)	-16%
Non-Traditional Fund	184,459	2,279,262	372,013	16%
TOTAL	1,392,509	2,791,925	289,437	10%

- The Traditional Fund typically exceeds 1 million per year. However, the budgets for 2024 and 2025 are approximately 500K to 600K due to the lack of approval and realization of the funds from NZAP for the implemented projects.
- The Non-Traditional Fund has seen a significant increase of 16% due to MI receiving the Global Fund, which is secured until December 2026 as part of a joint proposal with RPHLN in Bangkok.

Traditional Fund
18%

Non-Traditional Fund
82%



FINANCIAL MANAGEMENT

SUMMARY STATEMENT OF FINANCIAL POSITION (AS OF SEPTEMBER 30, 2024)

Asset	Amount (in USD)	Percentage
Cash and Cash Equivalent	11,019,124	90.43%
Other Current Assets	182,087	1.49%
Fixed Assets	984,625	8.08%
Total of Assets	12,185,836	100%

Liability and Equity	Amount (in USD)	Percentage
Current Liability	21,031	0.17%
Unearned Revenue (GMS Country Contributions)	134,492	1.10%
Grant Advance Received	10,459,737	85.84%
Total Liability	10,615,261	87.11%
Equity	1,570,575	12.89%
Total of Liability and Equity	12,185,836	100%

COUNTRY CONTRIBUTIONS AS SEPTEMBER 2024

TOTAL AMOUNT: USD 512,805



US\$ 20,000
March



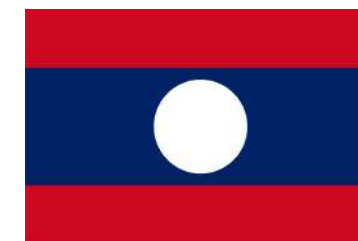
US\$ 20,000
May



US\$ 150,000
September



US\$ 282,805
February



US\$ 20,000
March



US\$ 20,000
July

ITEM 5.2

CONCEPT NOTE ON
MI CONTRIBUTION TO
THE REDUCTION OF
TRANSBOUNDARY
HAZE IN THE GMS



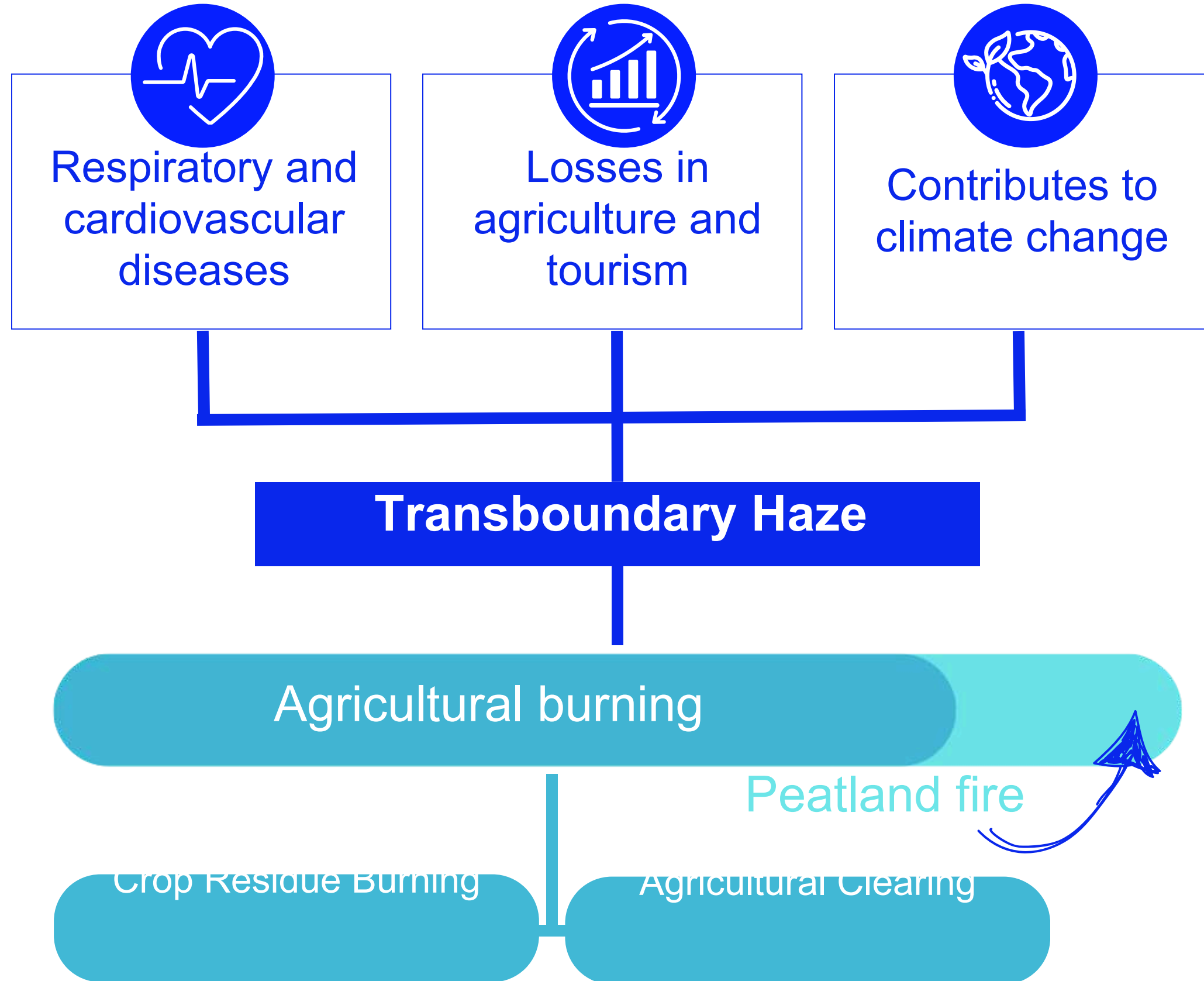


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INSTITUTE

TRANSBOUNDARY HAZE REDUCTION PROGRAM

for the Mekong Subregion

BACKGROUND



REGIONAL INITIATIVES

- 1997 ASEAN Regional Haze Action Plan (RHAP)
- 2002 ASEAN Agreement on Transboundary Haze Pollution (AATHP)
- 2013 ASEAN Task Force on Peatlands (ATFP)
- Sub-regional Ministerial Steering Committee on Transboundary Haze Pollution in the Mekong Sub-region

WAY FORWARD FOR MI



ADC

Promote no-burn farming techniques and raise awareness about the long-term benefits of sustainable land management practices



SEE

Advocate for bioenergy solutions that transform crop residues into valuable feedstock for renewable energy production



TIF

Enhance green trade and investments and create market incentives for the adoption of eco-friendly farming practices

PROGRAM FRAMEWORK

Goal

Strengthened regional cooperation and integration for transboundary haze reduction in the Mekong Subregion by promoting sustainable, zero-burning agricultural practices, advancing bioenergy solutions and enhancing trade and investments in green technologies

Outcomes

1. Reduction in haze incidents through zero-burning practices and bioenergy solutions
2. Stronger alignment across Mekong countries on sustainable residue management
3. Growth in green investments and markets for eco-friendly agricultural markets
4. Increased participation of women and local communities in haze reduction

Focus Areas



Sustainable Agriculture

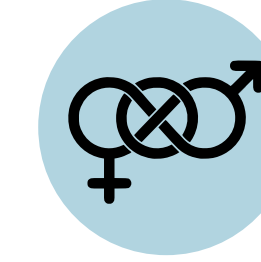


Bioenergy Solutions



Green Market and Trade Facilitation

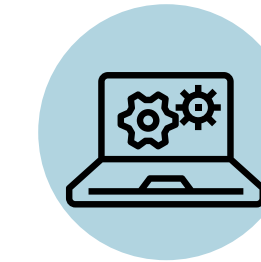
Crosscutting



Gender Inclusion

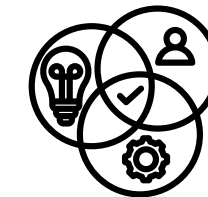


Community Engagement

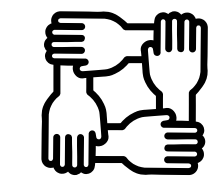


Digital Tools Utilization

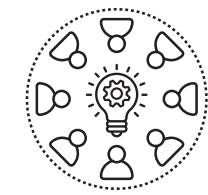
Interventions



Capacity Development



Regional Cooperation and Integration



Inter-agency Collaboration



Public-Private Partnerships (PPPs)

PRIORITY ACTIONS PER FOCUS AREA



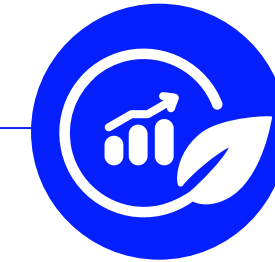
Reduce haze pollution by minimizing hotspots caused by agricultural burning

1. Build expertise on zero-burning practices
2. Strengthen regional cooperation to develop and align policies on residue management
3. Engage farming communities to enhance compliance with zero-burning policies



Advance the adoption of small-scale bioenergy technologies to transform agricultural waste into renewable energy

1. Promote investment in biogas, gasifiers and waste-to-energy units
2. Conduct knowledge-sharing activities to integrate bioenergy solutions into farming and processing systems
3. Build technical skills on bioenergy systems



Enhance trade and investment in green technologies and sustainable agricultural products

1. Utilization of market and trade measures
2. Collaborative actions for green investments
3. Develop market access for green products
4. Align trade policies to facilitate the cross-border flow of green technologies and sustainable products



MEKONG
INSTITUTE

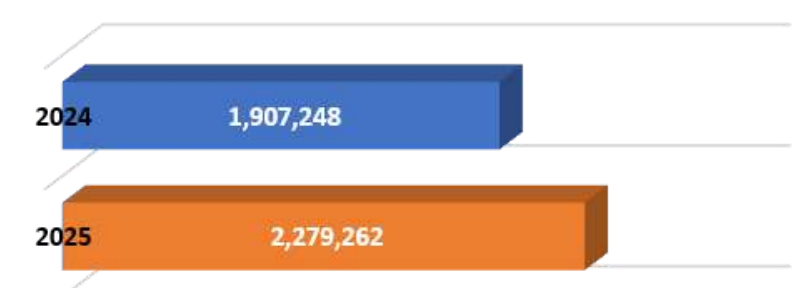
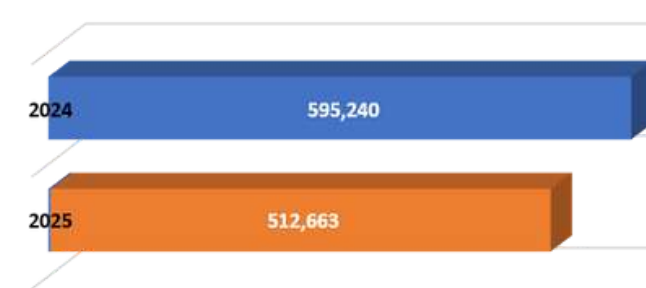
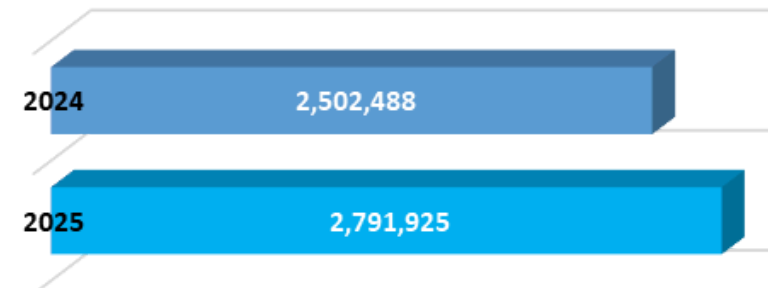
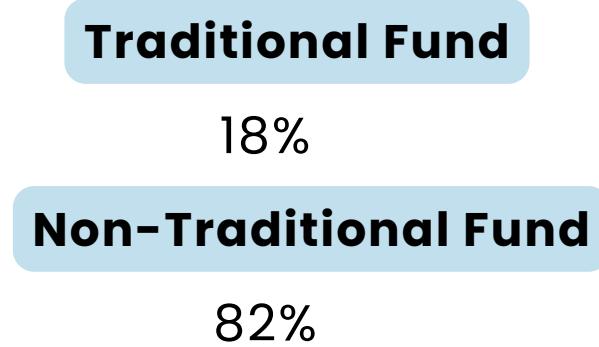
TRANSBOUNDARY HAZE REDUCTION PROGRAM

for the Mekong Subregion

FINANCIAL MANAGEMENT (FIGURES CORRECTED)

Type of Fund	Consolidated Program Departments			
	2025	2024	Difference	Percentage
Traditional Fund	512,663	595,240	(82,577)	-16%
Non-Traditional Fund	2,279,262	1,907,248	372,013	16%
TOTAL	2,791,925	2,502,488	289,437	10%

- The Traditional Fund typically exceeds 1 million per year. However, the budgets for 2024 and 2025 are approximately 500K to 600K due to the lack of approval and realization of the funds from NZAP for the implemented projects.
- The Non-Traditional Fund has seen a significant increase of 16% due to MI receiving the Global Fund, which is secured until December 2026 as part of a joint proposal with RPHLN in Bangkok.





GROUP PHOTO



REFRESHMENT BREAK



ITEM 6

MATTERS FOR CONSIDERATION

6.1 Draft Implementation plan for the recommendations from the mid-term review (MTR) of the MI strategic plan 2021-2025

6.2 Concept Note on Evaluation of the Current MI Strategic Plan 2021-2025 and Formulation of the New MI Strategic Plan 2026-2030

6.3 Concept Note on the New Financial Management System for MI

6.4 Concept Note on Commemoration of MI 30th Anniversary

6.5 Review MI's Work Plan and Budget 2025 and 2026

6.6 Endorsement of External Auditor for 2025 and 2026

6.7 Appointment of Sub-Committee for 2024 ED Performance Evaluation



ITEM 6.1

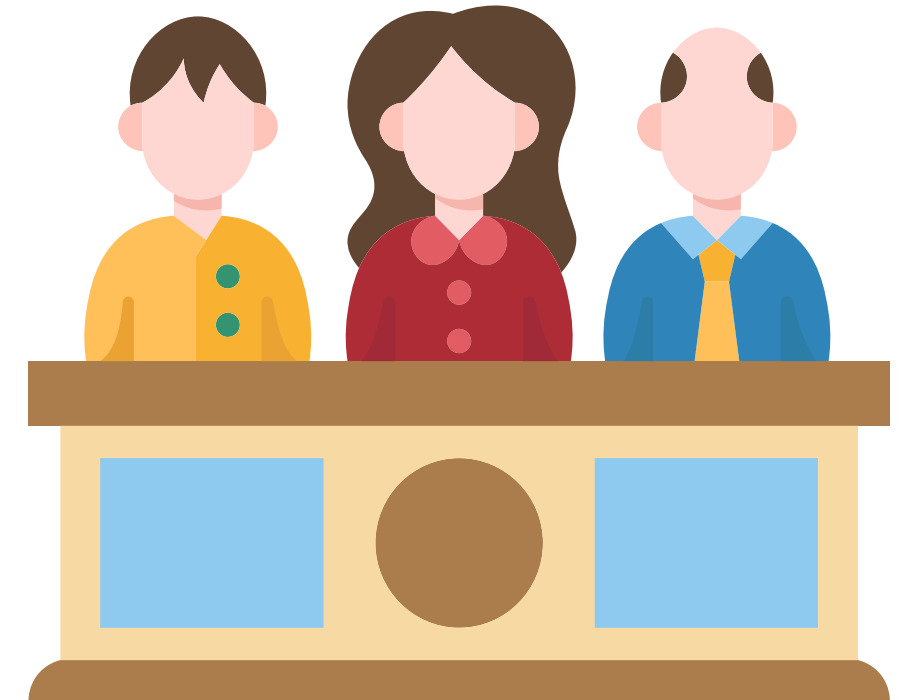
DRAFT IMPLEMENTATION PLAN
FOR THE RECOMMENDATIONS
FROM THE MID-TERM REVIEW
(MTR) OF THE MI STRATEGIC
PLAN 2021-2025



Preamble

The Subcommittee on the Mid-Term Review (MTR) of the MI Strategic Plan 2021-2025 comprises representatives from **Cambodia, China, Lao PDR, and New Zealand Aid Programme (NZAP)**. The Subcommittee is chaired by the Steering Committee (SC) Chairman, supported by the MI Executive Director as Secretary.

The Subcommittee conducted **an online meeting on 18 October 2024** to review the MTR findings and set strategic directions for MI. Discussions focused on MI's progress, operational challenges, and aligning the remaining Strategic Plan period with evolving regional needs while laying the groundwork for the 2026-2030 Strategic Plan.



Key Conclusion and Recommendations

Short-term Priorities (2021–2025)

- Focus on immediate, realistic actions due to COVID-19 challenges.
- Strengthen organizational structure and in-house technical expertise.
- Enhance financial stability through operational refinement
- Improve member engagement and communication.

Strategic Plan 2026–2030

- Validate MI's aspirations as a Centre of Excellence, Regional Think Tank, and Advisory Service Provider.
- Align focus with GMS development needs and strengthen partnerships.
- Balance long-term and short-term projects for sustainable growth and flexibility.

Financial and Operational Recommendations

- Develop a refined budget strategy and enhance resource mobilization.
- Conduct a cost-benefit analysis of relocating MI headquarters or adopting a hybrid model (Khon Kaen core with project offices).

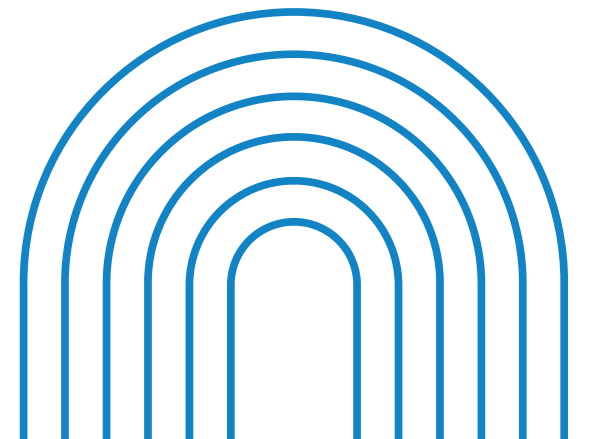
Implementation Strategy

- Adopt a phased approach starting in 2025 to build resilience and adaptability for the 2026–2030 Strategic Plan.



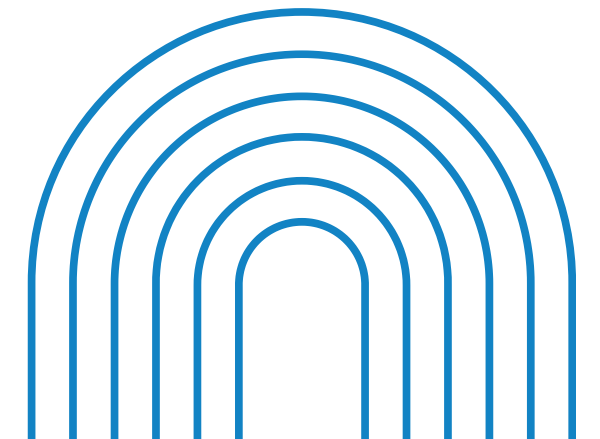
Short-term Plans (2025)

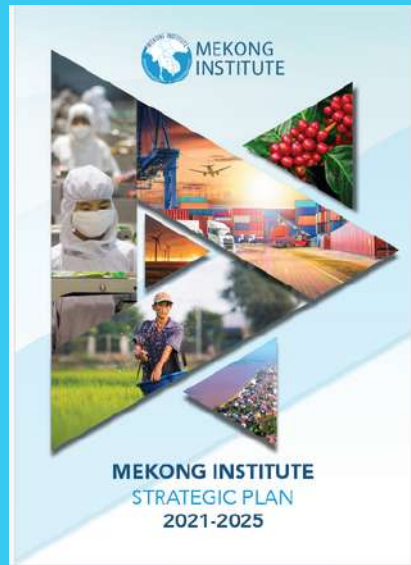
- Implement revised organizational structure and Operations Manual.
- Validate MI's roles as a Centre of Excellence, Think Tank, and Advisory Service Provider.
- Enhance member engagement and communication.
- Adjust salary and incentive structures.
- Develop SOPs for inter-departmental collaboration.
- Diversify funding sources.
- Explore fee-based training services.
- Simplify Results Framework and align outcomes.
- Establish systematic data collection.
- Tailor Capacity Development Model (CDM).
- Update and engage MI alumni.
- Broaden thematic focus: energy, environment, workforce development.
- Conduct cost-benefit analysis for headquarters relocation.
- Pilot innovative delivery modalities.



Long-term Plans (2026–2030)

- Develop KPIs, targets, and timelines for aspirations.
- Align programs with evolving regional needs.
- Institutionalize structured engagement with Governing Board.
- Host annual Development Partners' meetings.
- Establish research agenda and working paper series.
- Appoint regional experts and research fellows.
- Implement data-driven RBM.
- Expand CDM to organizational levels.
- Strengthen multi-sectoral partnerships.
- Assess strategic relocation opportunities.
- Focus on economic resilience and social strengthening for middle-income countries.
- Refine budget and resource mobilization strategies.
- Foster cross-departmental collaboration.
- Engage MI Alumni in strategic initiatives.
- Enhance alignment with regional cooperation frameworks.
- Boost MI's policy advocacy capacity.
- Explore digital transformation in internal processes.





ITEM 6.2

CONCEPT NOTE ON
EVALUATION OF THE CURRENT
MI STRATEGIC PLAN 2021-2025
AND FORMULATION OF THE NEW
MI STRATEGIC PLAN 2026-2030



Purpose

The process to Evaluation of Strategic Plan 2021-2025 and Formulation of Strategic Plan 2026-2030 serves two overarching purposes:

Phase 1: Evaluation of Strategic Plan 2021-2025 - To assess the achievements, challenges, and overall relevance of the current strategic plan.

Phase 2: Formulation of Strategic Plan 2026-2030 - To develop a comprehensive new strategic plan based on the evaluation findings, stakeholder inputs, and future opportunities in the GMS region.

Output 1	Evaluation Strategy and Implementation (2021-2025)
Output 2	Five-year Strategic Plan and Five-year Strategic Implementation 2026-2030

Senior Management Team (SMT), Governing Board Members, MI Alumni and the development partners will be engaged to provide guidance, feedback and inputs into Evaluation of Strategic Plan 2021-2025 and Formulation of Strategic Plan 2026-2030.



Methodology

- **Inception Report & Planning:** Develop methodology, tools, and work plan.
- **Desk Review:** Analyze global and GMS trends to set 2030 priorities and review internal reports, knowledge products and data.
- **SMT Plus Self-Review and Framework Development:** Conduct preliminary review of current strategic plan and draft strategic framework.
- **Data Collection & Analysis:** Conduct stakeholder surveys and key informant interview to collect input from regional partners, GMS reps, and alumni network.
- **Country Consultation:** Gather in-country feedback on the current strategic plan and country's specific needs and priorities for the new Strategic Plan.
- **Key Partners Consultation:** Gather key partner's feedback on the current strategic plan and identify regional and national synergies for the new Strategic Plan

Evaluation Criteria

- **Relevance:** Alignment of strategy with stakeholder needs and regional priorities.
- **Coherence:** Value and complementing regional efforts.
- **Effectiveness:** Maximizing impact through coordinated programs.
- **Sustainability:** sustainability of results from strategic initiatives.
- **Safe Programming:** level of "do no harm" approach and GEDSI integration.
- **Gaps and Opportunities:** Identifying unmet needs and future potential.



ITEM 6.3

CONCEPT NOTE ON
THE NEW FINANCIAL
MANAGEMENT
SYSTEM FOR MI



Problem Statement

MI's current financial management system, Appsheet, has become increasingly inadequate due to the institute's growth and expanded programs. The system's limitations are hindering operational efficiency, data integrity, and the ability to make informed decisions.

Proposal

To purchase and implement the Financial Management Software "Sun Systems". The benefits of implementing Sun System includes increased efficiency, improved data accuracy, enhanced decision-making, and strengthened financial controls, far outweigh the associated costs. Therefore, Sun System is a worthwhile investment for MI's long-term success.

Cost and Budget

Without Support: 1,345,500 THB and With Support: 1,495,000 THB.

- Payment terms
- 1st Payment (Upon Confirmation)
- 2nd Payment (Upon Gathering Requirements)
- 3rd Payment (Upon UAT)
- 4th Payment (Upon Go-Live)

Will approach:

Triforce Global Solutions Limited
19 Floor, Paso Tower, 88 Silom Road,
Suriyawong, Bangrak, Bangkok 10500
THAILAND

Tel : 66.2.235.2312 | Fax: 66.2.235.2311



ITEM 6.4

CONCEPT NOTE ON
COMMEMORATION
OF MI 30TH
ANNIVERSARY

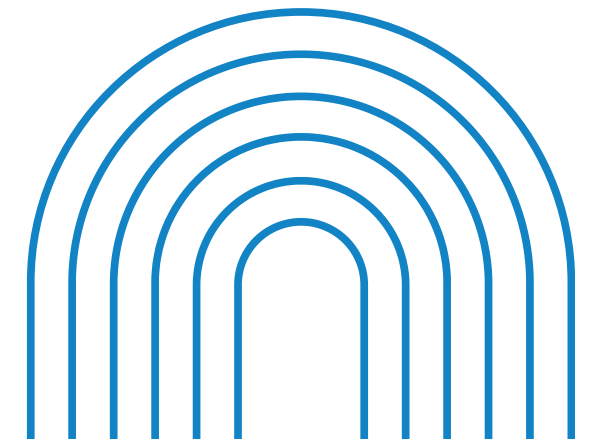


CONCEPT NOTE ON COMMEMORATION OF MI 30TH ANNIVERSARY

Background

- On August 28, 2026, MI will proudly commemorate its 30th Anniversary, reflecting on three decades of dedicated service to the people of the GMS.
- This milestone celebration will honor MI's evolution as a key player in advancing regional development cooperation and integration while spotlighting contributions from our longstanding partners and expansive alumni network.

To ensure smooth execution, the year 2025 will be dedicated to preparations, setting the stage for an exciting lineup of events at the start of 2026.



Proposed Titles

- “People, Partnership, and Progress: Celebrating 30 Years in Service to the GMS”
- “Celebrating 30 Years of Fostering GMS Cooperation, Integration, and Development”
- “30 Years of Shared Prosperity and Partnership: Building Resilient and Inclusive GMS”

Proposed Programs and Activities

- 30th Anniversary Logo Competition
- 30 Questions on GMS (Fun) Facts
- 30 Messages from Partners
- 30 Messages from Alumni
- 30th Anniversary Gala Dinner
- Speeches by GMS Key Figures
- Media Interviews
- GMS Stakeholders’ Vision 2045
- Virtual Guest Book

Commemorative Materials

- MI Video
- MI Exhibition

ITEM 6.5

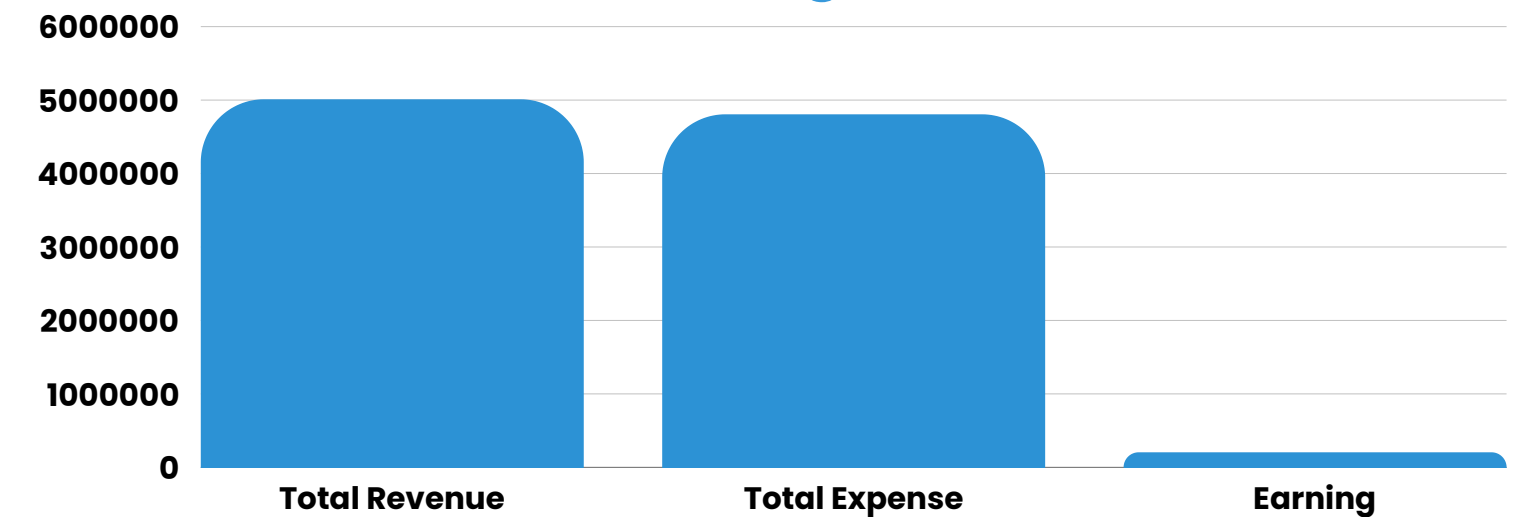
REVIEW MI'S WORK PLAN AND
BUDGET 2025 AND 2026



Review MI's Work Plan and Budget 2025: Proposed Annual Budget for 2025 (Jan-Dec 2025)

No	Description	Annual Budget 2025	%
Program revenue			
1	Long term project	2,760,607	55.09%
2	Short term project	11,248	0.22%
3	One off activity	20,070	0.40%
Total program revenue		2,791,925	55.72%
4	Country contribution	530,000	10.58%
5	Other revenue	15,000	0.30%
Total GMS Contribution		545,000	10.88%
Total revenue		3,336,925	66.59%
6	Projected Opportunities funds for NZAP	598,000	11.93%
7	Projected Opportunities funds for China	350,000	6.98%
8	Projected Opportunities funds for MKCF	205,983	4.11%
9	Projected Opportunities funds for General	519,943	10.38%
Total the fund opportunity		1,673,926	33%
Grand Total including the fund opportunity		5,010,851	100%
Expenses			
1	Project delivery cost	1,541,624	32.08%
2	Program administration expenses	938,514	19.53%
2	Business development	87,481	1.82%
4	Operation expenses	1,273,379	26.49%
Total expenses for program and operations		3,840,998	80%
5	Projected Expenditures from opportunities funds	965,154	20%
Grand total expense		4,806,152	100%
Earning (Deficit)		204,699	4%

Annual Budget for 2025



MI Priority Approach 2025

- **Seek Support and Approval from NZAP**
 - Obtain necessary approvals for both the transition project and the new phase project.
- **Engage with China for Annual Grant Support**
 - Request support and approval for proposals related to annual grant funding in Q1 or Q2.
 - Formalize the yearly grant support from China as part of the multi-year budget.
- **Fundraising Initiatives**
 - Develop a concept note and proposal focused on long-term projects to achieve targeted revenue from current development partners.
 - Explore new opportunities with potential development partners both within the GMS region and beyond.
- **Collaborate with Council Members**
 - Approach council members to identify new projects supported by their respective governments that align with MI's strategic plan.

MEKONG FORUM 2025

- **Proposed Title:** “Harnessing Inclusive and Resilient GMS Through New Emerging Economies”

- **Context**

- Climate Change Vulnerability: The region is highly susceptible to climate impacts, necessitating urgent adaptation and mitigation strategies.

- Transboundary Issues Management: Challenges such as haze and flooding require coordinated responses among member countries. Strengthening disaster preparedness and response strategies is crucial to mitigating impacts on communities and economies.

- Demographic Shifts: Significant demographic changes, including aging populations in some countries and high youth unemployment, present complex socio-economic challenges.

- **Date and Time:** Mid of July – Early August 2025 in Phnom Penh, Cambodia

- **Indicative Program**

1. Plenary Session

2. Terrains/ Breakout Session

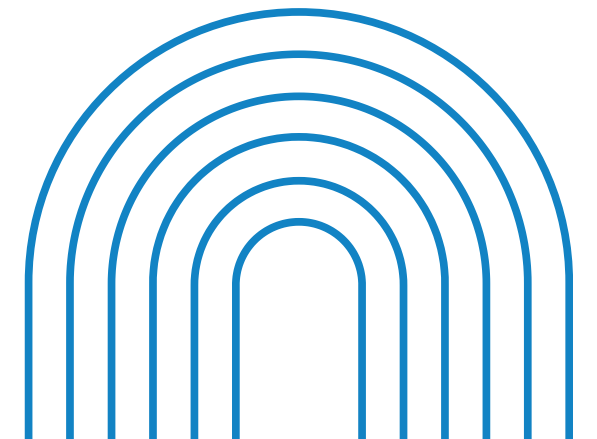
- Wellness and Healthy Lifestyle Economy

- BCG (Bio-Circular-Green) Economy

- Creative Economy

3. Exhibition

4. Business Promotion






ITEM 6.6

ENDORSEMENT OF
EXTERNAL AUDITOR
FOR 2025 AND
2026



Endorsement of External Auditor for 2025 and 2026

No	Item	QTY Year	 ANS Audit Co., Ltd.	 PricewaterhouseCoopers (Lao) Sole Co., Ltd.	 Deloitte
	Working Experience with MI		FY 2017 - 2018	FY 2019 - 2024	NA
1	Annual Audit Service Fees	1	\$12,647	\$13,000	\$18,000
2	Company Profile		<p>ANS is recognized across industries as one of Thailand's preferred accounting and consulting firms. Established in January 2001, ANS comprises accounting and consulting professionals with in-depth local knowledge, proven expertise, and commercial acumen. ANS provides accounting and consulting services to a broad range of clients including local, state, and foreign enterprises, and companies listed on the Stock Exchange of Thailand and on other regional bourses.</p>	<p>PwC has worked in Lao PDR since 1996. PricewaterhouseCoopers (Lao) Sole Company Limited currently employs more than 90 people, both Lao nationals and expatriates. PwC experience has given us a thorough understanding of the local Lao market and enables us to provide our clients with a wide range of professional services. PwC ranks as the second-largest professional services network in the world and is considered one of the Big Four accounting firms.</p>	<p>With over a 175-year history of commitment to making an impact that matters, our network of member firms has grown in scale and experience providing audit and assurance, tax, consulting, financial advisory, risk advisory and related services. With a globally connected network of member firms in more than 150 countries and jurisdictions, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges.</p>

Endorsement of External Auditor for 2025 and 2026

- Based on the price comparison, ANS offers the most competitive rates; however, PwC has a stronger profile due to its international recognition. **Therefore, MI recommends engaging PwC for audit services for 2025 and 2026.**
- This recommendation is based on:
 - Direct Collaboration: PwC has a proven track record of working directly with MI, ensuring a smooth and effective partnership.
 - Reputation: As one of the "Big Four" international audit firms, PwC is widely recognized for its quality and reliability.

ITEM 6.7

APPOINTMENT OF
SUB-COMMITTEE
FOR 2024 EXECUTIVE
DIRECTOR
PERFORMANCE
EVALUATION



ITEM 6.6

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION 2023



The MI Charter (Article 5.1.8) states that the Steering Committee must annually review the performance of the MI Executive Director. Therefore, the Steering Committee recommends that the Council forms and approves a subcommittee to assess the MI Executive Director's performance for 2024.

The subcommittee will comprise the following members and facilitator:

1. Dr. Narongchai Akrasanee - MI Steering Committee Chairman is a Facilitator.

2. Three additional subcommittee members from the SC and Council, to be discussed and proposed.

The meeting is tentatively scheduled for the end of January or the the beginning of February 2025 for the Performance Evaluation.

ITEM 7

COUNTRY REPORT
OF STEERING
COMMITTEE
MEMBERS

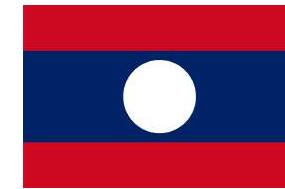




Mr. Hang Suviddya
Cambodia



Mr. Yang Jun
(On behalf of Mr. Ye Xuenong)
China



Mr. Phoummachanh Bodhisane
On behalf of Mr. Inthasone Thirakul, Lao PDR



Dr. Aung Moe Chai
Myanmar



Mrs. Arunee Hiam
Thailand



Mr. Nguyen Viet Ha
Viet Nam

ITEM 8

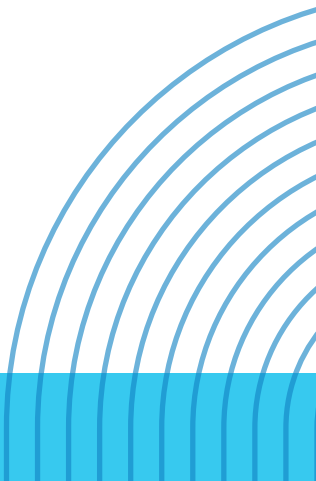
DATE AND VENUE
OF GOVERNING
BOARD MEETING
NO. 1/2025



Date and Venue of the Governing Board Meeting 1/2025

The next **MI Steering Committee Preparation Meeting for Council Meeting** will **take place on December 16, 2024** at 16.30pm, in Phnom Penh.

The **Online Steering Committee Meeting (1/2025)** is proposed for **July 2025**, with the **onsite Steering Committee Preparation Meeting to take place between July and August 2025, back-to-back with the Council Meeting and Mekong Forum 2025 in Phnom Penh, Cambodia**. The MI Secretariat requests the Steering Committee to discuss this further.



ITEM 9

OTHER MATTERS





THANK YOU.

MEKONG INSTITUTE

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40002, THAILAND

www.mekonginstitute.org