Final Project Steering Committee (PSC) Meeting

Project on “Enhancing Competitiveness of Small and Medium-sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)”

June 2018

Mekong Institute (MI)
Khon Kaen, Thailand
Acknowledgements

Mekong Institute (MI) would like to express sincere thanks to Project Steering Committee (PSC) members, including representatives from the Asian Development Bank (ADB), the Institute of Developing Economies - Japan External Trade Organization (IDE - JETRO), the Ministry of Labor and Vocational Training, the Ministry of Commerce and the Ministry of Industry and Handicrafts of Cambodia, the Ministry of Commerce and the Ministry of Industry of Myanmar, the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), the Board of Trade of Thailand (BOT) and the Federation of Thai Industries (FTI), for their attendance and contribution to the success of final project steering committee (PSC) meeting.

The MI would also like to thank Mr. Koji Kubo, an external consultant who took on assignments from the MI and presented the results of these assignments in the meeting.

The final PSC meeting and the Project as a whole cannot be accomplished without the support, cooperation and collaboration of the Government of Japan through Japan - ASEAN Integration Fund (JAIF).

Lastly, our sincere appreciation also goes to the project team of MI Trade and Investment Facilitation (TIF) Department for their valuable inputs and arrangements for the meeting, and all MI staff for their support and assistance.

Trade and Invest Facilitation (TIF) Department  
Mekong Institute  
June 2018
Executive Summary

Mekong Institute (MI) organized the final Project Steering Committee (PSC) meeting of the project on “Enhancing Competitiveness of Small and Medium - sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)” on June 18, 2018. The meeting served as the last leg of the said project. In the meeting, the result of the final project evaluation, as well as the ideas for the next phase of the project were presented and discussed.

The meeting was attended by delegates from 10 organizations representing the PSC. The organizations included the Asian Development Bank (ADB) and the Institute of Developing Economies - Japan External Trade Organization (IDE - JETRO), as well as concerned ministries and business associations (BAs) in Cambodia, Myanmar and Thailand (CMT). The meeting sought to provide PSC members with the outputs, outcomes, experiences, best practices, challenges, lessons learned and recommendations from the current project, as well as ideas for the next phase of the project.

Results of the final project evaluation revealed that MI’s human resource development (HRD) program is effective in developing managerial capabilities of individual enterprise, cooperative, and entrepreneur. Also, the need for an HRD program is high in CMTV, especially among entrepreneurs in Cambodia and Myanmar where they confront multi - faceted challenges including scarce financial resources and underdeveloped rural infrastructure.

Taking into account the results of the two – year project, delegates-in-attendance discussed ideas for the next phase of the project and provided significant inputs. The next phase of the project will focus on promoting regional economic integration in the ASEAN through enhancing SME competitiveness. Especially, the project will focus on the promotion of Intra-ASEAN trade through addressing non-tariff measures (NTMs) and promoting business and institutional linkages among SMEs and BDS providers in ASEAN countries.

The project on “Enhancing Competitiveness of Small and Medium - sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Sub-region (AMS)” was funded by the Government of Japan through Japan - ASEAN Integration Fund (JAIF), and implemented by the Mekong Institute (MI) in 2016 – 2018. The project was implemented in collaboration with the national and sub - national stakeholders in the four project countries along the SEC, namely Cambodia, Myanmar, Thailand and Vietnam (CMTV). The project supported the capacity building of target SME clusters and BDS providers in 19 provinces along the SEC in CMTV.
# Abbreviations / Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Acronym or Description</th>
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<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
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<td>AMS</td>
<td>ASEAN Mekong Subregion</td>
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<td>BA</td>
<td>Business Association</td>
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<td>BoT</td>
<td>Board of Trade of Thailand</td>
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<td>BRC</td>
<td>Bangkok Research Center</td>
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<td>CCI</td>
<td>Chamber of Commerce and Industry</td>
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<td>CKM</td>
<td>Communication and Knowledge Management</td>
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<tr>
<td>CMT</td>
<td>Cambodia, Myanmar, Thailand</td>
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<tr>
<td>CMTV</td>
<td>Cambodia, Myanmar, Thailand and Vietnam</td>
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<tr>
<td>DISI</td>
<td>Directorate of Industrial Supervision and Inspection</td>
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<td>FTI</td>
<td>Federation of Thai Industries</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>IDE - JETRO</td>
<td>Institute of Developing Economies – Japan External Trade Organization</td>
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<td>JAIF</td>
<td>Japan – ASEAN Integration Fund</td>
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<td>JICA</td>
<td>Japan International Cooperation Agency</td>
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<td>LDC</td>
<td>Least Developed Country</td>
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<td>MI</td>
<td>Mekong Institute</td>
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<td>NTM</td>
<td>Non - Tariff Measure</td>
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<td>PPP</td>
<td>Public and Private Partnership</td>
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<td>PSC</td>
<td>Project Steering Committee</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SEC</td>
<td>Southern Economic Corridor</td>
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<td>SLV</td>
<td>Structured Learning Visit</td>
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<td>SME</td>
<td>Small and Medium – sized Enterprise</td>
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<td>SNS</td>
<td>Social Networking Services</td>
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<td>SPS</td>
<td>Sanitary and Phytosanitary</td>
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<td>TIF</td>
<td>Trade and Investment Facilitation</td>
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<td>TPO</td>
<td>Trade Promotion Organization</td>
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<td>TTRI</td>
<td>Trade Training and Research Institute</td>
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<tr>
<td>UMFCCI</td>
<td>Union of Myanmar Federation of Chambers of Commerce and Industry</td>
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<td>VCCI</td>
<td>Vietnam Chamber of Commerce and Industry</td>
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1. Background

Funded by the Government of Japan through ASEAN - Japan Integration Fund (JAIF), the Mekong Institute (MI) implemented a two - year project on “Enhancing Competitiveness of Small and Medium - sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)” for the period 2016 – 2018. The Project was implemented with the collaborations between MI and its stakeholders in the four countries along the SEC, namely Cambodia, Myanmar, Thailand and Vietnam (CMTV) at both national and sub-national levels.

The development goal of the Project is to contribute to the rapid economic development and inclusive growth in project provinces in the SEC through the promotion of trade and investment, with specific focus to enhance competitiveness of small and medium - sized enterprises (SMEs) to conduct cross - border trade and investment and integrate into cross - border industrial clusters, regional and global value chain.

The project covered 19 provinces, comprising of eight on the Central Sub - Corridor (Banteay Meancheay, Battambang, Pursat, Kampong Chhnang, Svay Rieng, Prachinburi, Sa-Kaeo and Tay Ninh) and 11 on the Coastal Sub - Corridor (Koh Kong, Preah Sihanouk, Kampot, Tanimthayi Region / Dawei, Kanchnaburi, Ratchaburi, Chanthaburi, Trat, Kien Giang, Can Tho and Ca Mau) of SEC connecting CMTV, excluding the capital and mega cities. These provinces were chosen in line with the following criteria: (i) less developed status; (ii) strategic locations promoting inter and intra trade along the sub - corridors; and (iii) industrial development potentials.

Farmers - led business enterprises, local producers, processors, traders on rural and border towns of SEC were direct beneficiaries of the project. To achieve the development result, the project enhanced capacity of four target groups: a) Local production groups / associations; b) SMEs clusters / Business networks; c) Provincial and Border Government Officials; and d) Chamber of Commerce and Industries (CCIs) and business associations (BAs). These target groups served as MI local partners (the project intermediaries) to work with and led the project direct beneficiaries, i.e. SMEs.

The project completed its two - year duration in January 2018 and the final project evaluation was conducted for activities implemented during February 2016 – January 2018. As an integral part of the Project, the MI organized a final Project Steering Committee (PSC) meeting in order to review and examine the overall performance of the project and to provide recommendations for CMTV governments. The meeting also aimed to receive inputs from the PSC members for designing the proposal for the next phase of the project. The final PSC meeting was held June 18, 2018 at Mekong Institute (MI), Khon Kaen, Thailand.
2. Objectives

The objectives of the final PSC meeting were to:

- present the results and findings of the final project evaluation;
- review and examine the overall performance of the project against the stated objectives, outputs, outcomes, success indicators and success measures;
- discuss issues, challenges, experiences, lessons learned, best practices and success stories and provide supportive recommendations to CMTV governments for their continuous support for achieving the sustainability of the results created under the project;
- present ideas for the next phase of the project funded by the JAIF and receive inputs from the PSC.

3. Expected Outputs

- Results and findings of the final project evaluation are discussed and agreed by the PSC;
- Overall performance of the project against the stated objectives, outputs, outcomes, success indicators and success measures are reviewed and examined by the PSC;
- Issues, challenges, experiences, lessons learned, best practices, success stories and recommendations to CMTV governments are discussed and agreed by the PSC;
- PSC provides inputs for designing the proposal for the next phase of the project.

4. Delegates Information

Total of 10 delegates representing PSC members from regional organization, Japan and CMT, the consultant of the final project evaluation as well as MI staff attended the final PSC meeting.
5. Workshop Introduction

5.1. Welcome Remarks

Dr. Watcharas Leelawath, Executive Director, Mekong Institute (MI)

Dr. Leelawath welcomed all the PSC members back to MI. He stated that the meeting was the last leg of the project which is sponsored by the JAIF and which the MI implemented in the past two years. In the meeting, the result of the final project evaluation including outputs, outcomes, experiences, best practices, challenges, lessons learned and recommendations would be presented and discussed. Also, ideas for the next phase of the project, which will be formulated based on the results of the current project, would be presented and discussed. Finally, Dr. Leelawath expressed MI’s appreciation to PSC members for attending the meeting and said that the MI is looking forward to the active and fruitful discussion.

5.2. Meeting Objectives

Mr. Madhurjya Kumar Dutta, Director, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

Mr. Dutta informed the PSC members in attendance the objectives of the meeting, which were to review and discuss the performance of the project the MI implemented in the past two years and to set the way forward for the next phase of the project. Mr. Dutta stressed that the project has made certain impact at the ground level and generated various good examples in terms of cross – border trade promotion, strengthening local institutions, as well as promoting SMEs in the project provinces along the SEC in CMTV. However, Mr. Dutta also noted that two years duration is too short to look into the wider impact of the project.

Mr. Dutta went to say further that the meeting also provides the opportunity for the PSC members including MI to discuss the ideas for the next phase of the project. For the next phase of the project, the MI aims to scale up the scope based on the results of the current project which will include non-GMS countries such as Brunei, Indonesia, Malaysia, the Philippines and Singapore. In particular, the next project will focus on (i) building up institutional and business networks and linkages (ASEAN connectivity); and (ii) policy forum
and dialogue (ASEAN SME strategy). Mr. Dutta emphasized that the MI expects the new project to generate larger impact and increasing visibility.

6. Presentations and Discussions

6.1. Final Evaluation of the Project on “Enhancing Competitiveness of SMEs in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)”
Mr. Koji Kubo, Consultant, Mekong Institute (MI)

Mr. Kubo presented the results of the final evaluation of the project on “Enhancing Competitiveness of SMEs in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS).” In particular, his presentation focused on (i) final evaluation and project outline; (ii) project activities; (iii) evaluation results; and (iv) lessons learned and recommendations. Below is the summary of the presentation made by Mr. Kubo.

Final Evaluation and Project Outlines

Objective

- To provide accountability of the project to the donor and the public;
- To offer feedbacks for MI’s future development projects.

Evaluation Strategy

- Review by the REESI (Relevance, Effectiveness, Efficiency, Sustainability and Impact) criteria and logical framework;
- Activity accomplishment check against Success Measures and Indicators.

Evaluation tools

- Qualitative analysis of the data collected from the desk review and fieldwork / Key Informant Interview (KII).

Project Goal

- Regional integration (intra - ASEAN trade) with SME promotion.

Project Objectives

- SME cluster formation and business matching;
• Cross-border trade and investment promotion in provinces along the SEC in CMTV.

Project Approach / Input

• Capacity building for SME leaders: HRD training for SME cluster development, learning visits, etc;
• Capacity building for local government & Business Association (BA) staff: HRD training for service improvement, trade event practice;
• Business database compilation;
• Trade events / investor forum / research.

Project Target Group

• One entrepreneur / community enterprise / cooperative in each of 19 provinces.
• Micro and small enterprises and farmer groups.

Product of Project Target Groups

• Handicrafts (3)
• Food product (4)
• Agriculture (6)
• Fishery product (5)
• Tourism industry (1)

Existing Market of Target Groups

• Export (7): direct export (2), indirect export (5)
• Domestic (12)

Project Activities (Rating by 5 Scales: 1 (Low) to 5 (High))

Component A: Capacity Development for SME Clusters / Networks

• Project implementation;
  – SME leaders satisfaction with the project: 5
  – Implementation of investor forum: 5

• Outcome / objectives;
  – SME cluster formation: 3
  – Increase in SME exports: 3
  – Inclusive growth: N.A.

Component B: Trade and Investment Promotion through PPP
• Project implementation

SEC BIZ Database
  – Participation of CCI staff in business profiles compilation: 5
  – Compilation of 1000 SME profiles in database: 3
  – SME and CCI satisfaction on database: 4
  – Integration of new database with existing ones: 5

Trade events
  – 100 SMEs participate in each of four cross-border trade events: 3
  – Participation of investors in trade events: 4
  – Cooperation between public and private sectors in trade events: 4

Component C: Capacity Development for BDS providers

• Project implementation
  – BA and government staff satisfaction with project: 5

• Project outcome / objectives
  – SME satisfaction with BA and government services: 5
  – SMEs’ increased use of BA and government services: N.A.
  – BA and government staff utilize the skills and knowledge of MI training: 4
  – BA and government staff make use of MI research: 4
  – Formation of exporting SME network: 3

Summary of Success Measures and Indicator Evaluation

• Project was appreciated by participants, both SME leaders and BDS providers;
• Satisfactory achievements in target outputs such as participants’ satisfaction and number of trade promotion activities;
• Modest achievements in objectives of cluster formation and cross-border trade.

Evaluation Results (rating by 5 scales: 1 (low) to 5 (high))

REESI by relative evaluation to see strength and weakness of the project

• Relevance: target groups’ needs, whether project is appropriate as a means of achieving goal;
• Effectiveness: project implementation and output;
• Efficiency: resource allocation;
• Impact: achievement of project goal;
• Sustainability
<table>
<thead>
<tr>
<th>Base Question</th>
<th>Sub-Question</th>
<th>Achievement</th>
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<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td></td>
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<tr>
<td>Was the project relevant to the target groups’ needs?</td>
<td>Were the target groups in need of human resource development?</td>
<td>5</td>
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<tr>
<td></td>
<td>Have the target groups used business development services of the provincial government offices, CCIs and BAs that the project supported?</td>
<td>3</td>
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<tr>
<td></td>
<td>Do SMEs in the target provinces recognize the benefits of SEC BIZ Database?</td>
<td>3</td>
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<tr>
<td><strong>Effectiveness</strong></td>
<td></td>
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<tr>
<td>To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?</td>
<td>Have Success Measures and Indicators been achieved, or are they likely to be achieved?</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Were Success Measures and Indicators been appropriate?</td>
<td>3</td>
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<tr>
<td><strong>Efficiency</strong></td>
<td></td>
<td></td>
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<tr>
<td>Considering outputs of the project, have quality and quantity of inputs been appropriate?</td>
<td>Have the target groups obtained business contracts in the investor forum, business matching and trade promotion events of the project?</td>
<td>3</td>
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<tr>
<td></td>
<td>Were the contents of SME Cluster Development Action Plans appropriate to improve the marketability of target products?</td>
<td>4</td>
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<tr>
<td><strong>Impact</strong></td>
<td></td>
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<tr>
<td>Have the project effects extended beyond the target groups?</td>
<td>Has the project approach been applied to other SMEs in the target provinces?</td>
<td>3</td>
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<tr>
<td><strong>Sustainability</strong></td>
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<tr>
<td>To what extent are the benefits from the project likely to continue after the project</td>
<td>Do the target groups continue collective operations as Clusters?</td>
<td>4</td>
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<td>Do the BDS providers have the budget allocation for continuing</td>
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Overall Evaluation

(i) Satisfactory implementation with good outcomes
   • Individual entrepreneur or group of peer entrepreneurs for cluster formation.

(ii) HRD program and export
   • Given multifaceted challenge that the target groups face, HDR program may not suffice for their penetration into export markets;
   • Financial, technical, and human resource constraints.

(iii) Value chain structure
   • Direct trade or indirect trade;
   • Cross-border trade or rural-urban trade.

Lessons Learned and Recommendations

Success Stories

(i) Functional upgrading from production to marketing by orange farmers’ association in Cambodia’s Pursat province.
   • MI’s HRD training as a catalyst for marketing development

(ii) Switch from sales of un-processed paddy to milled rice by red rice farmers’ association in Cambodia’s Svay Rieng province.
   • MI’s HRD training as a catalyst for marketing development

(iii) Enhancing competitiveness through joining hand together by fishermen groups in Myanmar’s Dawei district.
   • MI’s HRD training as a catalyst for business development

(iv) Product upgrading through acquisition of Global GAP certificate by aromatic coconut trading enterprise in Thailand’s Ratchaburi province.
   • MI’s HRD training as a catalyst for marketing development

(v) Expansion of export market information through trade event and on-line platform by CCI in Vietnam’s Can Tho province.
   • MI’s HRD training as a catalyst for export market development

(vi) Trade promotion through Public and Private Partnership (PPP) by Trade Promotion
Organizations (TPOs) in Cambodia and Thailand.
- MI’s HRD training as a catalyst for the promotion of cross-border trade and province-to-province cooperation.

Lessons Learned

(i) MI’s HRD program is effective for capacity development of individual entrepreneurs;
(ii) Targeting is important for enhancing exports;
(iii) Effects of capacity development might be just confined to individual entrepreneurs and BDS providers (individual provincial government and BA staff).

Recommendations

To make the best use of MI’s HRD programs, consideration should be made for the following:

(i) Trade-off when selecting target entrepreneurs
   - Individual entrepreneurs or peers
   - Capable or incapable entrepreneurs

(ii) Dual paths for exports
   - Direct trade or indirect trade

Recommendation to Project Operator and Donor

(i) MI’s HRD programs for developing SMEs’ managerial capacities would yield higher impacts when supplemented with technical support
   - Streamlining target products facilitates technical support provision

(ii) Nurturing cooperation between entrepreneurs remains a challenge
   - Individual entrepreneur or peers

(iii) Diffusion of skills and knowledge within BDS provider organizations remains a challenge
   - Attention to budgetary and reporting systems in these organizations

(iv) Intra–ASEAN trade
   - Include all ASEAN member states, including both importing and exporting countries

Recommendation to CLTV authorities

When initiating a development project, BDS providers (local governments and BAs) must take into account the following;

(i) Trade-off in project target design
   - Individual entrepreneurs: smooth implementation, limited impact
   - Cluster / peers: challenging implementation, high impact
(ii) Variable capabilities of SMEs (Thailand and Vietnam)
   - Capable entrepreneurs: efficient project
   - Incapable entrepreneurs: inclusive project

(iii) Multi-faceted challenges of SMEs (Cambodia and Myanmar)
   - HRD project could be more effective when combined with other development projects.

6.2. Country Reflections

Following the presentation of the results of the final project evaluation, PSC members in attendance provided important observations, suggestions and recommendations as follow:

**Ministry of Industry and Handicrafts (Cambodia)**

It is important for the project to focus on the BDS providers such as government agencies and BAs. BDS providers can contribute to PPP, as well as the effectiveness, impact and sustainability of the SME development project. It is also important to link SMEs with the existing BDS providers (institutions and associations) in the region such as Asian Productivity Organization.

**Ministry of Commerce (Cambodia)**

The project contributed to the development of SMEs along the SEC in CMTV. The project linked together the SMEs from the four countries to do trade, especially for priority products and enhanced their competitiveness. By the end of the project, cluster groups in Cambodia enhanced their knowledge and understanding on trade related subjects through business matching and they can now also access to the business database.

However, various challenges continue to remain. Many target clusters in Cambodia do not have sufficient production capacity to supply to domestic markets and needless to say nearby countries through cross-border trade. They also face lack of finance and technology, which have prevented them from expanding their business, improving the quality and adding value to their products. In order to ensure sustainability of the results created under the project, continuous support needs to be provided to develop the capacity of target clusters further including an HRD, financial and technical support.
Ministry of Labor and Vocational Training (Cambodia)

It is important to ensure the sustainability of the results created under the project. For example, best or modeling clusters from the project can lead and initiate the formation of other clusters. It is also important to develop the SEC business database further and promote it among business enterprises in the CMTV to have more business profiles in the database. Finally, it is important to organize more trade events to promote cross-border trade.

Ministry of Industry (Myanmar)

The MI offered an HRD program to fishery group in Dawei district and total of 142 people participated in the activities organized by the MI. The mackerel fish cluster also learned about successful business model in Thailand through structured learning visit (SLV).

However, the mackerel fish cluster continues to face challenges such as lack of finance, technology and infrastructure, and value addition to the product (eg., fish canning factory). Continuous support needs to be provided to develop the capacity of the cluster further including an HRD, financial and technical support. The Ministry of Industry of Myanmar is committed to continue to cooperate and collaborate with MI for the development of SMEs in Myanmar.

Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)

The project largely contributed to the formation and the development of mackerel fish cluster in Myanmar’s Dawei district. Prior to the project, the cluster had no opportunity to learn about related subjects and participate in an HRD program. The cluster gained a lot of benefits from the project. However, it is just the start and various challenges remain for further development of the cluster.
In Myanmar, SME Agency is recently established with three national level working committees including SME financing, monitoring and reporting. Now, there are SME agencies at national and state / regional level and the country has the clear mechanism for SME development. The country will try to initiate similar project at national and at provincial level, aiming to replicate good practices and successful stories created under the project.

Finally, regarding the project implementation, the project should have fixed the responsibility for achieving each success measures and indicators including project countries in a clearer manner. Also, comprehensive work plan and activity calendar from the inception to the end of the project should have been shared with the PSC members so that they can provide effective support and guidance.

**Ministry of Commerce (Myanmar)**

The project was very important and contributed to the SME development in CMTV. Especially, the project contributed to the promotion of trade and investment through HRD of SMEs and BDS providers. However, SMEs in Myanmar continue to face various challenges such as product quality management, HRD of managerial and skilled labors, export development, trade facilitation, promotion and financing and logistics service and would like to request MI to continue to support SMEs in Myanmar on these areas.

At national level, the Ministry of Commerce has strived to support the development of SMEs in the country. First, the Ministry of Commerce, together with the other Ministries and private associations, has implemented the national export strategy for the private sector. The Ministry also aims to establish trade information center in every state and region, aiming to support the development and exportation of local products. In addition, the Ministry plans to organize and promote various trade fairs to support the local products to access to the regional and international markets.

**Federation of Thai Industries (FTI)**

The project was quite challenging in the way that it aimed to enhance the competitiveness of SMEs in a two year time frame. The final project evaluation could have looked into not only qualitative but also quantitative aspect which can measure the progress of target SMEs’ performance before and after the project. Also, the project could have considered the product requirements for each market first. In this way, the project
could have more selective target products and markets and could have provided an HRD program to support SMEs to improve their products to meet such requirements.

Finally, it is important to ensure the sustainability of the results created under the project. For each target clusters, they should come up and implement market plan such as 4P (Price, Product, Promotion, and Place) and they need to improve product quality, cost, and packaging further to enhance competitiveness and link their products to regional value chain. Best practices and success stories of the target clusters from the project should also be shared and replicated to other clusters.

Board of Trade of Thailand (BoT)

It is important and useful for the project to make use of the existing trade fairs in the region. The project can guide target clusters about the benefits of such events and can take them to actual trade fairs in the region to find potential buyers and get orders from them. For example, one of the target products of the project is fish sauce. In fact, fish sauce consumption in the GMS countries including China is very high. By participating in the trade fairs, target fish sauce clusters of the project can learn about the way to find buyers and get order from them, which provides important opportunity to develop their markets further.

It is also important to enhance their digital literacy. In the GMS, significant information is available in the databases of the government agencies and BAs. However, for example in Thailand, SMEs' digital literacy is weak and they are not ready to fully utilize and take advantage of these databases for purposes they wish to achieve in their business. In addition, digital connectivity within the GMS is very weak and it must be improved in order for the GMS countries to better connect with each other.

6.3. Ideas for the Next Phase of the Project Funded by the JAIF

Mr. Koji Kubo, Consultant, Mekong Institute (MI)

Mr. Kubo presented the ideas for the next phase of the project funded by the JAIF. In particular, his presentation focused on (i) background: project justification; (ii) project outline; and (iii) expected outcomes. Below is the summary of the presentation made by Mr. Kubo.
Background: Project Justification

(i) SMEs are the backbone of every ASEAN member state’s economy
- 95 to 99% of total business establishments
- 51 to 97% of total employment
- 23 to 58% of GDP

(ii) SMEs’ disproportionate share in exports
- 10 to 30% of exports

(iii) Intra-ASEAN trade and investment have remained low compared to those of extra-regional
- Intra-ASEAN trade: $516 billion (23%)
- Extra-ASEAN trade $1720 billion (73%)

(iv) Does regional integration signify intra-ASEAN trade?
- Intra-ASEAN trade and extra-ASEAN trade
  - Income levels, economic endowment and competition

(v) AEC and regional integration
- Declining tariff and rising non-tariff measures (NTMs)
- Do NTMs dampen SMEs more than they do for large enterprises?

(vi) What are real challenges when SMEs in agro-fishery gear up for intra-ASEAN trade?
- Matching with buyers?
- NTMs?

(vii) What is the new project going to do?
- Identify pairs of potential exporters and importers for intra-ASEAN trade;
- Provide pairs with technical assistance to overcome NTMs and realize intra-ASEAN trade;
- Quantify real costs of NTMs and disseminate to ASEAN policymakers for regional integration.

Project Outline

Regionality

(i) Cambodia, Indonesia, Lao PDR, Myanmar, the Philippines, Thailand, and Vietnam
- Project beneficiaries

(ii) Brunei, Malaysia and Singapore
- MI will establish institutional linkages between competent authorities of Brunei / Malaysia /Singapore and those of the rest of ASEAN member states;
- Knowledge / innovation hubs and knowledge centers for the rest to learn from their knowledge, experience and good practices.
Project Beneficiaries

(i) Target population
- SME clusters with linkage to processing industries in agriculture and fishery sectors to target third and fourth tier enterprises to enhance innovation, local content and employment.

(ii) Target groups
- SME owners and leaders of SME clusters;
- BDS providers;
- Mid to senior level officials from national governments such as ministries, exporters’ associations, producers’ associations and national R&D centers.

Project Goals

(i) Regional integration and the promotion of intra-ASEAN trade and investment by SMEs
- SMEs integration into regional value chain;
- Facilitation of intra-ASEAN agro-food trade;
  - Development of niche markets for SMEs / greater linkage to niche markets
- Promote dialogue within ASEAN member states on improving SMEs access in the ASEAN markets;
- Enhanced competitiveness of SMEs;
  - Learning from best practices
  - Foster skills upgradation, R&D and innovation among SMEs
- Enhanced capacity and knowledge among SMEs;
  - Compliance requirements on non-tariff measures (NTMs) in ASEAN
  - The way to find information related to NTMs in ASEAN
- Upgradation of business database for market development and e-business network.

Project Activities

Preparatory and M&E part

(i) Research on ASEAN market
(ii) Dissemination Workshop
Capacity development for SME clusters

(i) Modular training / technical assistance / synthesis and evaluation (S&E) workshop about
- Export market plans;
- SMEs cluster consortium development;
- NTMs in ASEAN;
- Other related information to enhance their market access in ASEAN
  - Developments in R&D, innovation, new products, market development, packaging and labeling, and business database updating

(ii) Trade mission to ASEAN member states and Japan
- Indonesia, the Philippines, Lao PDR
  - For development of cluster linkages, upgrading business database for market development and e-business network and sharing best practices
- Singapore and Malaysia
  - For R&D, skill upgradation, innovation and niche market development

Target participants

- SME cluster leaders;
- BDS providers (mid-level officials from national government agencies and BAs)

Promotion of E-Commerce, trade event, and policy level meetings

(i) Modular training / technical assistance / synthesis and evaluation workshop on E-commerce
(ii) Trade events
(iii) Policy level meetings on the issue of increasing access of agro and fishery SMEs in ASEAN markets

Target participants

- SME cluster leaders;
- BDS providers (mid-level officials from national government agencies and business associations);
- E-commerce service providers
Expected Outcomes

Project Outputs

(i) SMEs’ awareness of the opportunities and challenges regarding the intra-ASEAN trade;
(ii) SMEs awareness of cluster development, facilitation of agro food trade, NTMs, innovation, skill development, R&D, niche markets, and improved business development methods;
(iii) Trade missions and trade events
(iv) E-commerce platforms

Expected Outcomes

(i) Policy briefing about NTMs that are important to comply in accessing to ASEAN markets;
(ii) Upgradation of the skills, R&D and innovation practices, business development and networking methods of SMEs;
(iii) More dialogue within ASEAN member states on SMEs’ access to ASEAN markets;
(iv) Increased exports by SMEs / SME clusters;
(v) Greater integration of SMEs into regional / ASEAN value chains.

6.4. Inputs from Project Countries

Following the presentation of ideas for the next phase of the project funded by the JAIF, PSC members in attendance provided important observations, suggestions and inputs as follow:

Ministry of Industry and Handicrafts (Cambodia)

The ideas proposed for the next phase of the project are very important and will surely contribute to the SME development in GMS countries. NTMs in ASEAN member states are increasing and strong barriers continue to exist which discourage intra-regional trade. The proposed project definitely addresses one of the critical issues the GMS countries are currently facing.
Ministry of Commerce (Cambodia)

The ideas proposed for the next phase of the project are very important for the development of SMEs in the GMS countries. When we look at bilateral or multilateral trade agreements in ASEAN, ASEAN member states offer benefit to each other by lowering tariff. However, the least developed countries (LDCs) such as Cambodia cannot take much advantage from the regional trade agreements because of the existence of NTMs, sanitary and phytosanitary (SPS) measures and other technical barriers to the trade. For example, fishery is one of the sectors in Cambodia that has potential for further development. Although the country can increase the production quantity of fishery related products, these products cannot be exported to ASEAN member states by taking advantage of lower tariff. If the proposed project provides an HRD program to build the capacity of SMEs in the GMS to comply with NTMs, SPS measures and other requirements of importing countries, it will be very beneficial. In the same time, it is also important to provide platform for senior officials from the ASEAN member states to have policy level dialogues and discussions on SPS measures, NTMs and other technical barriers for trade to reduce such barriers from the importing countries.

Ministry of Labor and Vocational Training (Cambodia)

The ideas proposed for the next phase of the project are very important and would like to request MI to continue to provide an HRD program related to technical skill, soft skill, communication skill, team works and problem solving to SMEs in Cambodia, especially those who commit themselves to expand their businesses further.
Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)

The ideas proposed for the next phase of the project are very important and the UMFCCI support them. Regarding NTMs, it is good to study about other countries or regions in the world (e.g., the US and EU) and learn from their requirements for NTMs.

Also, in order to enable the effective implementation, it is important for the project countries to well prepare to meet the requirement of the proposed project by taking into account the situation of each country. The UMFCCI is committed to continue to work closely with MI for the successful implementation of the next phase of the project.

Ministry of Commerce (Myanmar)

Regarding technical barriers for the promotion of intra-regional trade in ASEAN, SPS measures are one of the important issues to be addressed. This is not an exception to Myanmar and business enterprises in the country are required to comply with SPS measures if they want to export their products. It will be very beneficial if the proposed project supports in facilitation of the institutional linkage of testing laboratories among ASEAN member states and share their best practices.

Board of Trade of Thailand (BoT)

For the proposed project, it is important to include an HRD program on digital literacy. The private sector in GMS countries faces lack of knowledge and understanding on this element. Although people in Thailand enjoy using social network services (SNSs) and other applications (e.g., facebook, line), the application of digital technology to business (e.g., on-line marketing) has been low and Thai people lack this kind of experience. This has been one of the challenges for SMEs in Thailand in developing new markets.
Federation of Thai Industries (FTI)

One of the challenges for SMEs in the GMS is financial resources. Trade barriers such as SPS measures and NTMs affect SMEs much more than large enterprises. Large enterprises generally have financial resources and established system to overcome such challenges. SMEs often lack of financial resources to tackle these issues. It is suggested the proposed project includes an HRD program for SMEs on finance related themes such as access to finance.

Asian Development Bank (ADB)

The proposed project focuses on SMEs, which are a good driver of inclusive growth in the ASEAN and they can provide useful help in narrowing the gap within countries. Also, the current project focuses on cross-border trade and is a potential contributor to broader development agenda of the UN Sustainable Development Goals (SDGs).

The current project generated various good practices and success stories and it is important to replicate such positive results from the project to other SMEs in the project countries. Although a limited numbers of business profiles were collected, the project has been able to develop a permanent database of the MI, which contributes to the sustainability of the database and there is a potential for the greater usage of the database in the near future. This can also be considered as one of the achievements of the project.

The proposed project identifies agriculture as one of the focus sectors of the project. The agricultural sector itself is the main driver of the inclusive growth and the proposed project will provide a potential means to contribute to the UN SDGs. The proposed project may also wish to focus on green or smart agriculture. ASEAN member states have the commitment to address issues related to climate change through the reduction of carbon dioxide. This will enable the project to look at whole agricultural value chain and will provide more opportunities to contribute to the UN SDGs.

Also, based on the lessons learned from the current project, the proposed project may wish to identify and target specific sets of the SMEs (e.g., micro enterprises which are not ready to compete at the higher level). Correspondingly, the project can provide an HRD program for them. Alternatively, the project can target different levels of SMEs and can provide an
HRD program that suits the need of the related individual sets of SMEs. This will provide the opportunity to promote knowledge sharing and experience, an exchange which enables target SMEs to learn from each other. If the proposed project has a different approach for different level of SMEs, it will provide the opportunities to discuss issues openly when relevant forms are organized and SMEs from advanced and less advanced countries in the region can learn a lot from each other.

In addition, industry 4.0, a broader industrial revolution approaching not only ASEAN member states but also the world as a whole will have a big impact such as the way enterprises do business. The proposed project provides opportunity to tackle issues concerning fourth industrial revolution as well.

Finally, it is important for the proposed project to focus on establishing linkages between public and private sectors (e.g., between central and local governments, between sectors). The relevant ministries such as the Ministry of Agriculture should also be included in the project, which will strengthen the technical, strategic, financial and operational linkages. In fact, ‘Strategy for Promoting Safe and Environment - friendly Agro - Based Value Chains in the Greater Mekong Subregion and Siem Reap Action Plan 2018 - 2022’ was just approved. It has much focus on harmonizing policy and there is also some element of knowledge sharing which could perhaps provide a possible linkage to the proposed project.

**Institute of Developing Economies - Japan External Trade Organization (IDE – JETRO)**

Institute of Developing Economies - Japan External Trade Organization (IDE – JETRO) very much engages in the research, publications and seminar / workshop related to SMEs but not on capacity development. The project was very important in the way that it has contributed to the actual enhancement of SMEs’ competitiveness. IDE - JETRO wishes to strengthen cooperation and collaboration and looks forward to working more closely with MI in the future.
7. The Way Forward and Closing Remarks

7.1. The Way Forward

Mr. Madhurjya Kumar Dutta, Director, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

Mr. Dutta synthesized the discussion in the meeting and provided the way forward. First, Mr. Dutta noted various challenges the current project faced during the course of implementation and said that with the capacity development project of the regional nature, it is sometimes challenging to connect the knowledge of the delivery the MI has at the regional level, with the recipient with the micro-enterprises in the provincial level in CMTV. Other challenges Mr. Dutta raised included (i) selection of participants; (ii) language; and (iii) digital literacy.

Mr. Dutta also requested the PSC members in attendance to take forward the results created by the project at national level. There are various good practices and success stories from the project and the MI would like the PSC members to disseminate these practices and stories widely in their countries, for example in seminars, workshops, forums, training programs or on websites. This also helps increase the visibility of the project.

For the next phase of the project, Mr. Dutta noted that based on the lessons learned from the current project, the MI aims to identify intermediaries, possibly national institutions from the public and private sectors (e.g., the Ministry of Commerce, the Ministry of Industry, BAs) and work with these institutions, so that these national institutions can transfer the knowledge and skills to build the capacity of their counterpart SMEs at national, subnational or local levels. The proposed project will focus on NTMs, especially those related to agriculture and fishery sectors and aims to strengthen the capacity of national institutions in ASEAN member states through an HRD program. By doing so, the project aims to enhance intra-regional trade in ASEAN for the better regional integration, which is one of the mandates of the MI.
7.2. Closing Remarks

*Dr. Watcharas Leelawath, Executive Director, Mekong Institute (MI)*

Dr. Leelawath reconfirmed the importance of focusing on NTMs for ASEAN countries for the next phase of the project, aiming to boost intra-regional trade, which results in better regional integration in ASEAN. Dr. Leelawath also emphasized the importance of the proposed project to be in line with the existing policies and strategies in the region such as ADB – GMS agriculture strategy.

Finally, Dr. Leelawath expressed MI’s appreciation to PSC members for their cooperation, collaboration and support given for the effective implementation of the project in the past 2 years and said that MI is looking forward to working more closely with PSC members in the future for the inclusive growth and development in the GMS.

8. Key Outcomes

The results, findings, lessons learned and recommendations from the final project evaluation was shared, discussed and supported by the PSC members. The PSC members in attendance also provided important observations, suggestions and recommendations which included sustainability and the replication of the results created under the project.

The idea for the next phase of the project was also presented, discussed and supported by the PSC members. The PSC members in attendance also provided important inputs and recommendations including the access to finance, digital literacy and industry 4.0, study on NTMs and SPS measures from other countries and region of the world, public and private partnership (PPP), smart agriculture, green agriculture and the UN SDGs.

MI will take into account the outcomes of the final PSC meeting and the observations, suggestions, recommendations and inputs provided by the PSC members to support the sustainability of the results created by the project and to develop the proposal for the next phase of the project funded by the JAIF.
Funded by the Government of Japan through ASEAN - Japan Integration Fund (JAIF), the Mekong Institute (MI) implemented a two-year project on “Enhancing Competitiveness of Small and Medium-sized Enterprises (SMEs) in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)” for the period 2016 - 2018. The Project was implemented with the collaborations between MI and its stakeholders in the four countries along the SEC, namely Cambodia, Myanmar, Thailand and Vietnam (CMTV) at both national and sub-national levels.

Development goal of the Project is to contribute to the rapid economic development and inclusive growth in project provinces in the SEC through the promotion of trade and investment in the SEC with specific focus to enhance competitiveness of small and medium-sized enterprises (SMEs) to conduct cross-border trade and investment and integrate into cross-border industrial clusters, regional and global value chain.

The project covered 19 provinces, comprising 8 on the Central Sub-Corridor (Banteay Meancheay, Battambang, Pursat, Kampong Chhnang, Svay Rieng, Prachinburi, Sa-Kaeo and Tay Ninh) and 11 on the Coastal Sub-Corridor (Koh Kong, Preah Sihanouk, Kampot, Taninthayi Region / Dawei, Kanchanaburi, Ratchaburi, Chanthaburi, Trat, Kien Giang, Can Tho and Ca Mau) of SEC connecting CMTV, excluding the capital and mega cities. These provinces were chosen in line with the criteria: (i) less developed status; (ii) strategic locations promoting inter and intra trade along the sub-corridors; and (iii) industrial development potentials.

Farmers-led business enterprises, local producers, processors, traders on rural and border towns of SEC were direct beneficiaries of the project. To achieve the development result, the project enhanced the capacity of four target groups: a) Local production groups / associations; b) SMEs clusters / Business networks; c) Provincial and Border Government Officials; and d) CCIs and business associations (BAs). These target groups served as MI local partners (the project intermediaries) to work with and led the project direct beneficiaries, i.e. SMEs.

The project completed its two-year duration by January 2018 and the final project evaluation was conducted for activities implemented during February 2016 – January 2018. As an integral part of the Project, the MI organizes a final Project Steering Committee (PSC) meeting in order to review and examine the overall performance of the project and to provide recommendations for CMTV governments. The meeting also aims to receive inputs from the PSC members for designing the proposal for the next phase of the project funded by the JAIF. The final PSC meeting is scheduled on June 18, 2018 at Mekong Institute (MI), Khon Kaen, Thailand.
2. Objectives

The objectives of the final PSC meeting are to:

- present the results and findings of the final project evaluation;
- review and examine the overall performance of the project against the stated objectives, outputs, outcomes, success indicators and success measures;
- discuss issues, challenges, experiences, lessons learned, best practices and success stories and provide supportive recommendations to CMTV governments for their continuous support for the sustainability of the results created under the project;
- present ideas for the next phase of the project funded by the JAIF and receive inputs from the PSC.

3. Expected Outputs

- Results and findings of the final project evaluation are discussed and agreed by the PSC;
- Overall performance of the project against the stated objectives, outputs, outcomes, success indicators and success measures are reviewed and examined by the PSC;
- Issues, challenges, experiences, lessons learned, best practices, success stories and recommendations to CMTV governments are discussed and agreed by the PSC;
- PSC provides inputs for designing the proposal for the next phase of the project.

4. Project Steering Committee (PSC) Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Mr. Virak Chin</td>
<td>Chief, Self - Employment Generation Fund Office</td>
<td>Ministry of Labor and Vocational Training</td>
</tr>
<tr>
<td>Mr. Vichea Suon</td>
<td>Director, Trade Training and Research Institute (TTRI)</td>
<td>Ministry of Commerce</td>
</tr>
<tr>
<td>Mr. Bunna Yea</td>
<td>Deputy General Director, General Department of Potable Water Supply</td>
<td>Ministry of Industry and Handicrafts</td>
</tr>
<tr>
<td>Mr. Soe Moe kyaw</td>
<td>Deputy Director General, Directorate of Industrial Supervision and Inspection (DISI)</td>
<td>Ministry of Industry</td>
</tr>
<tr>
<td>Mr. Nay San</td>
<td>Director, Myanmar Trade Promotion Organization (MYANTRADE)</td>
<td>Ministry of Commerce</td>
</tr>
<tr>
<td>Mr. Aung Kyi Soe</td>
<td>Secretary General</td>
<td>Union of Myanmar Federation</td>
</tr>
<tr>
<td>Name</td>
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<tr>
<td><strong>Thailand</strong></td>
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<tr>
<td>Mr. Apisit Cholsakorn</td>
<td>Director</td>
<td>Board of Trade Thailand</td>
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<tr>
<td>Mr. Athiwat Pattanachaipuvanon</td>
<td>Member, Border Trade Committee</td>
<td>Federation of Thai Industries (FTI)</td>
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<tr>
<td><strong>Vietnam</strong></td>
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<tr>
<td>Ms. Le Hoang Oanh</td>
<td>Director General, Asia - Africa Market Department</td>
<td>Ministry of Industry and Trade</td>
</tr>
<tr>
<td>Mr. Nguyen Quang Vinh</td>
<td>Secretary General</td>
<td>Chamber of Commerce and Industry (VCCI)</td>
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<tr>
<td><strong>Regional</strong></td>
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<tr>
<td>Dr. Watcharas Leelawath</td>
<td>Executive Director</td>
<td>Mekong Institute (MI)</td>
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<tr>
<td>Mr. Hideaki Iwasaki</td>
<td>Country Director</td>
<td>Asian Development Bank (ADB) Thailand Resident Mission</td>
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<tr>
<td><strong>Japan</strong></td>
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<tr>
<td>Mr. Daisuke Hiratsuka</td>
<td>President</td>
<td>Bangkok Research Center (BRC) JETRO – IDE</td>
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<tr>
<td>Mr. Katsuya Miyoshi</td>
<td>Representative</td>
<td>Japan International Cooperation Agency (JICA) Thailand Office</td>
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5. Venue

Mekong Institute (MI), Khon Kaen, Thailand

6. Organizing Team

**Mr. Madhurjya Kumar Dutta**  
Director, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

**Mr. Quan Anh Nguyen**  
Program Specialist, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

**Ms. Sanchita Chatterjee**  
Program Specialist, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

**Mr. Sa-nga Sattanun**  
Program Manager, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)
Mr. Kyaw Min Tun
Program Officer, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

Mr. Toru Hisada
Program Officer, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)

Ms. Sasiporn Phuphaploy
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7. Contact

For details, please contact MI TIF Team below.

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## 9.2. Program Schedule

**Date:** June 18, 2018 (Monday)  
**Venue:** Mekong River Room, Mekong Institute (MI)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter/Representative</th>
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<tbody>
<tr>
<td>08:00 - 08:30</td>
<td>Registration</td>
<td>Ms. Sasiporn Phuphaploy, Program Assistant, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)</td>
</tr>
<tr>
<td>08:30 - 08:40</td>
<td>Welcome Remarks</td>
<td>Dr. Watcharas Leelawath, Executive Director, Mekong Institute (MI)</td>
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<tr>
<td>08:40 - 08:50</td>
<td>Meeting Objectives</td>
<td>Mr. Madhurjya Kumar Dutta, Director, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)</td>
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<td>08:50 - 09:00</td>
<td>Group Photo</td>
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<tr>
<td>09:00 - 09:30</td>
<td>The Result of the Final Evaluation of the Project on “Enhancing Competitiveness of SMEs in the Southern Economic Corridor (SEC) of ASEAN Mekong Subregion (AMS)”</td>
<td>Mr. Koji Kubo, Consultant, Mekong Institute (MI)</td>
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<tr>
<td>09:30 - 10:10</td>
<td>Country Reflections</td>
<td>Cambodia, Myanmar, Thailand</td>
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<td>10:10 - 10:30</td>
<td>Coffee Break</td>
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<tr>
<td>10:30 - 11:00</td>
<td>Ideas for the Next Phase of the Project Funded by the JAIF</td>
<td>Mr. Koji Kubo, Consultant, Mekong Institute (MI)</td>
</tr>
<tr>
<td>11:00 - 11:40</td>
<td>Inputs from Project Countries</td>
<td>Cambodia, Myanmar, Thailand</td>
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<tr>
<td>11:40 - 11:55</td>
<td>The Way Forward</td>
<td>Mr. Madhurjya Kumar Dutta, Director, Trade and Investment Facilitation (TIF) Department, Mekong Institute (MI)</td>
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<tr>
<td>11:55 - 12:00</td>
<td>Closing Remarks</td>
<td>Dr. Watcharas Leelawath, Executive Director, Mekong Institute (MI)</td>
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<td>12:00 - 13:00</td>
<td>Lunch</td>
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<td>13:00 -</td>
<td>Depart for Respective Country</td>
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## 9.3. Delegates Directory

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<thead>
<tr>
<th>No</th>
<th>Photo</th>
<th>Name / Position / Organization</th>
<th>Address</th>
<th>Contact</th>
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</table>
| 1  | ![Mr. Virak Chin](/images) | Mr. Virak Chin  
Chief, Self-Employment  
Generation Fund Office, Ministry of Labor and Vocational Training | No. 3, Russian Federation, Toek Laak I, Toul Kork, Phnom Penh, Cambodia | Tel: +855 17 877 832  
E-mail: chinvirak181268@gmail.com |
| 2  | ![Mr. Vichea Suon](/images) | Mr. Vichea Suon  
Director, Trade Training and Research Institute (TTRI), Ministry of Commerce | Lot 19-61, MOC Road (113B Road), turn in from Russian Blvd, Phum Teuk Thla, Sangkat Teuk, Phnom Penh, Cambodia. | Tel: +855 12 880 384  
E-mail: vicheasuon@yahoo.com |
| 3  | ![Mr. Bunna Yea](/images) | Mr. Bunna Yea  
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E-mail: bunnayea@gmail.com |
| 4  | ![Mr. Soe Moe Kyaw](/images) | Mr. Soe Moe Kyaw  
Deputy Director General, Directorate of Industrial Supervision and Inspection, Ministry of Industry | Office No (30), Zeya Htani Road, Nay Pyi Taw, Union of Myanmar. | Tel: +95 67 408367  
E-mail: disiddg@gmail.com |
| 5  | ![Mr. Nay San](/images) | Mr. Nay San  
Director, Myanmar Trade Promotion Organization (MYANTRADE), Ministry of Commerce | No. (54) building, Room No (24), Khayae Housing, Nay Pyi Taw, Myanmar. | Tel: +95 798 4363 855  
E-mail: naysanpaya@gmail.com |
<table>
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<th>Contact</th>
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<tbody>
<tr>
<td>6</td>
<td><img src="image" alt="Mr. Aung Kyi Soe" /></td>
<td><strong>Mr. Aung Kyi Soe</strong>&lt;br&gt;Secretary General, Union of Myanmar Federation of Chambers of Commerce &amp; Industry (UMFCCI)</td>
<td>29, Min Ye Kyaw Swar Street, Lanmadaw Township, Yangon, Myanmar.</td>
<td>Tel: +95 9 200 3572&lt;br&gt;Fax: +95 1 214484&lt;br&gt;E-mail: <a href="mailto:agkyisoe662@gmail.com">agkyisoe662@gmail.com</a></td>
</tr>
<tr>
<td>7</td>
<td><img src="image" alt="Mr. Athiwat Pattanachaipunyan" /></td>
<td><strong>Mr. Athiwat Pattanachaipunyan</strong>&lt;br&gt;Member, Border Trade Committee, The Federation of Thai Industries (FTI)</td>
<td>Queen Sirikit National Convention Center, Zone C 4th Floor, 60 New Rachadapisek Rd., Klongtoey, Bangkok, 10110, Thailand.</td>
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<td>8</td>
<td><img src="image" alt="Mr. Apisit Cholsakorn" /></td>
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<td>9</td>
<td><img src="image" alt="Ms. Rhodora Concepcion" /></td>
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<td>10</td>
<td><img src="image" alt="Mr. Mitsunori Yokoyama" /></td>
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| 11  | ![Mr. Koji Kubo](image) | Mr. Koji Kubo | Consultant, Mekong Institute (MI) | Tel: +66 62 627 8570  
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<td>16</td>
<td><img src="image" alt="Mr. Sa-nga Sattanun" /></td>
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<td>18</td>
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The Greater Mekong Subregion
The Greater Mekong Subregion (GMS) comprises five Southeast Asian countries and two provinces of China sharing the Mekong River, namely Cambodia, Lao PDR, Myanmar, Thailand, Vietnam, and Yunnan Province and Guangxi Autonomous Region of the People’s Republic of China.

About Mekong Institute
Mekong Institute (MI) is a GMS intergovernmental organization (IGO) working closely with the governments of six countries to promote regional development and cooperation through capacity building programs and projects in three thematic areas of agricultural development and commercialization, trade and investment facilitation, and innovation and technological connectivity.