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This action is funded by the European Union

**ANNEX 7**

of the Commission Implementing Decision on the Annual Action Programme 2017 Part II and 2018 Part I in favour of the Asia region to be financed from the general budget of the Union

**Action Document for Support to Enhanced Cooperation in Sustainable Transboundary Water Management in the Lower Mekong Region**

<b>1. Title/basic act/ CRIS number</b>	Support to Enhanced Cooperation in Sustainable Transboundary Water Management in the Lower Mekong Region. CRIS number: ACA/2017/040-464 financed under Development Cooperation Instrument	
<b>2. Zone benefiting from the Action/location</b>	Lower Mekong Sub-Region: Cambodia, Laos, Thailand, Vietnam and Myanmar. The Action shall be carried out at the following location: primarily in the Lower Mekong sub-region.	
<b>3. Programming document</b>	Multiannual Regional Indicative Programme for Asia for the period 2014-2020	
<b>4. Sector of concentration/ thematic area</b>	Regional Integration in South East Asia	DEV. Aid: YES <sup>1</sup>
<b>5. Amounts concerned</b>	Total estimated cost: EUR <sup>2</sup> 61 460 000 Total amount of EU budget contribution: EUR 5 000 000 This Action is co-financed in parallel by seven development partners with a total of EUR 11 780 000 (Japan EUR 2 170 000, World Bank EUR 6 050 000, Germany (Kreditanstalt für Wiederaufbau/KfW) EUR 1 000 000, France (Agence Française de Développement/AFD) EUR 1 000 000, the Netherlands EUR 850 000, Belgium EUR 240 000, USA EUR 470 000). This Action is co-financed in joint co-financing by Mekong Countries for EUR 14 830 000 and by six development partners with a total of EUR 21 710 000 (Australia EUR 3 970 000, Germany (Deutsche Gesellschaft für Internationale Zusammenarbeit/GIZ) EUR 3 500 000, Sweden EUR 5 020 000, the Netherlands EUR 1 230 000, Switzerland EUR 6 990 000 and Luxembourg EUR 1 000 000) <sup>3</sup>	

<sup>1</sup> Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective

<sup>2</sup> EUR –USD rate 1.0576, December 2016 (InforEuro).

<sup>3</sup> The remaining EUR 8 140 000 shall be funded by other donors to be identified in the course of the programme.

<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Indirect management with the Mekong River Commission			
<b>7 a) DAC code(s)</b>	14040 River Basin Development			
<b>b) Main Delivery Channel</b>	Mekong River Commission - 47077			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	X	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input type="checkbox"/>	X
	Gender equality (including Women In Development)	X	<input type="checkbox"/>	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	<input type="checkbox"/>	X	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	The Action is complementary to GPGC Flagship initiatives 1: Global Climate Change Alliance+; 2:B4LIFE (on biodiversity) and 12 on Climate Change. The Action will be coordinated closely with the Nexus Dialogues on Water, Food and Energy Security.			
<b>10. SDGs</b>	Goals 6 (water and sanitation), 15 (life on land), 13 (climate action) and 16 (peace, justice, strong institutions)			
<b>SUMMARY</b>				
<p>This Action will support the integrated and sustainable management of natural resources in the Lower Mekong and, as a result, contribute to development and poverty reduction in the region. In line with the EU regional Multi-annual Indicative Programme (MIP 2014-2020), the Action will support the Mekong River Commission (MRC) in the implementation of its Strategic Plan 2016-2020, which aims to promote and coordinate the sustainable management of the Mekong's water resources.</p> <p><b>Overall objective:</b> Integrated and sustainable management of natural resources in the Lower Mekong contributes to poverty reduction and sustainable development in the sub-region.</p> <p><b>Specific Objective:</b> Support the implementation of the Mekong River Commission Strategic Plan 2016-2020, which aims to promote and coordinate sustainable development and management of the Mekong's water and related resources.</p> <p>The <b>expected results</b> are aligned to the four strategic areas of the MRC Strategic Plan (2016-2020): 1) enhancement of national plans, projects and resources based on basin-wide perspectives; 2) strengthening of regional cooperation; 3) Better monitoring and communication of the basin conditions; 4) Leaner river basin organisation. The Strategic Plan also foresees substantial work on policy dialogue, and on the Water - Energy – Food Nexus.</p> <p>The Action will be implemented in indirect management with the Mekong River Commission,</p>				

through an EU budget contribution of EUR 5 million to the MRC basket fund. The MRC is the sole regional organisation with a mandate on Mekong river water management and has a proven capacity to undertake the technical work required to underpin decision-making in the water and natural resources sectors.

The Action will strengthen the EU dialogue in the Lower Mekong region on natural resources, in complementarity with EU bilateral cooperation objectives, in particular for Cambodia (Fisheries) and Laos (Nutrition). The proposed Action is in line with the European Consensus on Development as it seeks to support improved access for all to land, food, water and clean affordable energy without damaging effects on the environment.

## **1. CONTEXT**

### **1.1 Regional context**

South East Asia has seen tremendous development and millions of households have been lifted out of poverty in the recent past. Despite an average annual economic growth between 5-8% in Cambodia, Laos, Viet Nam and Myanmar over the past years, and Thailand graduating to upper middle income country in 2011, the lower Mekong still represents the biggest concentration of poverty in the Association of Southeast Asian Nations (ASEAN) region. Pollution, deforestation, uncertain water supply and degradation of the environment affect the poor, and in particular women, most acutely. It is also the poor who depend the most on natural resources, which are being rapidly exploited.

The Mekong River is the 12th longest river in the world, flowing almost 4,800 km from its source in Tibet through China, Myanmar, Lao People's Democratic Republic (Lao PDR), Thailand, Cambodia and Viet Nam into the East Vietnam Sea, draining a basin area of 795,000 km<sup>2</sup>. As for most transboundary rivers, the countries downstream depend on collaboration with the countries upstream. Yet exchange of data and cooperation between countries along the Mekong River is challenging due to the diverse bio-geographic and socio-economic status of the countries as well as their political set up. The riparian states of the Mekong River range from one party states (China, Lao PDR and Viet Nam) to military regimes in transition (Thailand) and emerging democracies (Myanmar and Cambodia). Despite those differences, cooperation was considered essential for the sustainable use of the Mekong River and, following decades of cooperation, led to the creation of the Mekong River Commission (MRC) in 1995.

#### **1.1.1 Public Policy Assessment and EU Policy Framework**

In the Lower Mekong region, transboundary cooperation is critical and is recognised as such, but remains difficult given the reluctance to see national sovereignty potentially undermined by cooperative approaches. Water governance is generally ineffective, lacks inclusive consultations, especially for the most vulnerable including women, and, at times, is characterised by restricted access to data and impact assessments, with no or limited public enquiry into financial, economic and contracting arrangements. The four Mekong Countries share a commitment to sustainable development in the region, which includes provisions in

their constitutions, laws and national policy frameworks to promote gender justice and advance gender equality within their national development.<sup>4</sup>

At policy level, all of the Lower Mekong Countries are working together in the ASEAN as well as in the MRC. In the MRC, the four member countries are bound by the 1995 Mekong Agreement, which sets out five procedures for cooperation as well as rules for the MRC Joint Committee and Council meetings. The Agreement binds the countries legally together to cooperate and find solutions to issues of contention regarding water use but does not come with enforcement mechanisms. Cooperation between the member countries in the MRC has not always been easy although the protocols that the institution has put in place have led to a more transparent process regarding the implementation of new projects on the river.

With a commitment to achieve self-financing by 2030 through the contributions of the four member states alone, MRC is currently undergoing three broad processes of reforms: riparianisation (including decentralisation<sup>5</sup>), human resource reforms and financial reforms. Riparianisation, which means staff are recruited from the MRC member countries, is now in place, including at the level of Chief Executive Officer (CEO) since 2016. Human resource reform, which ensured a lean management of the institution, is now fully implemented with a cut in personnel from 150 to 68 full time staff as of December 2016. As for the financial reforms, the MRC has established a basket fund, which is the financial mechanism to implement the MRC Strategic Plan 2016-2020. Other financial reforms include budgetary planning, consolidation of the budget and new control mechanisms. As of end 2016, all reform areas are moving in the right direction, with MRC member countries' financial commitments to the MRC met for 2017.

As for the EU policy framework, the 2011 Agenda for Change and the new Consensus on Development see improved natural resource management as a priority sector. The action also is in line with the EU Gender Action Plan II priorities 2 and 3 on economic, social and cultural rights and empowerment as well as political and civil rights. The Foreign Affairs Council conclusions on EU-ASEAN relations<sup>6</sup> and the Joint Communication "The EU and ASEAN: A partnership with strategic purpose"<sup>7</sup> highlight the importance of the Lower Mekong countries. Finally, the Action is also in line with the EU's "Nexus Dialogue project" 2016-2018 and other regional water trans-boundary initiatives.

### 1.1.2 Stakeholder Analysis

There are many water governance actors in the Mekong region with different approaches and various degrees of influence. Interests are diverse and the capacities of different actors to control agendas and shape decision-making processes are unevenly distributed.

The **Mekong River Commission** is the only inter-governmental agency with a mandate to support the joint management of the shared water resources in the Mekong. The MRC

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<sup>4</sup> Cambodia: Neary Rattanak IV is the five-year strategic plan (2014 – 2018) for Gender Equality and the Empowerment of Women in Cambodia. Lao: National Strategy for Advancement of Women (2011-2015). Thailand: National Women's Development Plan (2012-2016). Viet Nam: National Strategy for Advancement of Women (2011-2020).

<sup>5</sup> The decentralisation of core river basin management functions delegates more of the MRC work to its members through the National Mekong Committees (NMCs) and line agencies.

<sup>6</sup> FAC conclusions - 22 June 2015.

<sup>7</sup> High Representative of the Union for Foreign Affairs and Security Policy, joint communication to the European Parliament and Council: The EU and ASEAN: a partnership with strategic purpose. 18.5.2015.

consists of three permanent bodies: the Council,<sup>8</sup> the Joint Committee,<sup>9</sup> and the Secretariat.<sup>10</sup> The work of the MRC is supported by four National Mekong Committees. The MRC has a mandate to undertake outreach consultations when large projects are considered that would be altering the flow of the Mekong and often ensures the only transboundary consultations on such projects.

The **MRC Member Countries** are Vietnam, Lao PDR, Cambodia and Thailand. Each of the four countries has established National Mekong Committees generally incorporated into the equivalent of the Environment Ministry (technical ministry). They are the prime decision makers, structurally well conceived to coordinate regional cooperation with other relevant national agencies. In practice however they are restricted by a mainly technical mandate and, at times, the limited political clout of their parent ministries.

**Local stakeholders**, such as community groups and local authorities have emerged as actors around issues such as contested infrastructure and access rights. They influence decisions at their level to a varying degree but rarely have a strong voice vis-a-vis national governments.

**Development partners** have traditionally been important stakeholders in water governance in the Mekong region, with a strong position of EU Member States and, more recently, of Australia. Until 2016 development partners supported 13 individual MRC programmes. Although well-coordinated through an informal donor group, the fragmentation of aid remains an issue. To address this, the MRC developed a basket fund mechanism in 2016.

**Businesses** active in water governance include everything from Small and Medium sized Enterprises (SMEs) to large State Owned Enterprises (SOEs) and transnational corporations. Chinese companies dominate the sector, but many European companies are also showing an interests in the sector, where they primarily act as sub-contractors of specific technological solutions or are responsible for associated activities.

**Civil society** has developed very differently in the Mekong river countries. Lao PDR perhaps observes the lowest level of local organised non-government organisations, whereas Viet Nam has engaged more forcefully with civil society and particularly through academia. Cambodia has engaged with NGOs in multiple sectors, including natural resources although their views remain often ignored. As for Thailand, it generally benefits from strong Civil Society involvement in environmental matters.

Beyond the MRC, **other regional cooperation mechanisms** are in place, and while their focus is not only water management, their existence can influence decision making in the Mekong region. Those include the Lancang-Mekong River Dialogue and Cooperation Mechanism, a Chinese initiative established in late 2015; the Lower Mekong Initiative (LMI), a dialogue platform initiated in 2009 by the United States, and the ASEAN. Finally, structured bilateral cooperation exists between the Mekong River countries and Japan, India and Korea and between the countries of the Ayeyawady-Chao Phraya-Mekong rivers.<sup>11</sup>

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<sup>8</sup> The Council consists of one member from each country at ministerial or cabinet level. It makes policy decisions and provides other necessary guidance to implement the 1995 Agreement.

<sup>9</sup> The Joint Committee consists of one member from each country at no less than Head of Department level. It is responsible for the implementation of the policies and decisions of the Council and supervises the activities of the MRC Secretariat.

<sup>10</sup> The MRC Secretariat is the operational arm of the organisation and performs technical and administrative functions under the management of a Chief Executive Officer.

<sup>11</sup> Myanmar, Laos, Cambodia, Thailand and Vietnam.

### 1.1.3 Priority Areas for Support/ Problem Analysis

The water–energy–food security nexus is central to the socio-economic development challenges and to water resource management in the Lower Mekong. The dependency on agriculture is large across the Mekong region where wet rice is the main crop.<sup>12</sup> Viet Nam and Cambodia are concerned with not getting enough water in the dry season to ensure sufficient harvest, leading to large irrigation schemes being put in place to secure food production.

Pollution of the Mekong River is an increasing issue, especially in the dry season when there is too little water in the river to dilute the rising levels of fertilisers and poorly treated waste water. With increased rice cultivation and urbanisation, the quality of the water is likely to dwindle further and will require more active engagement by both national and regional water actors. The loss of biodiversity is also very rapid in the Mekong region and needs to be tackled.

Dam building has been identified as an important threat to biodiversity in the region. Increased hydropower development will increase the availability of energy for the people but may also affect the availability of food and fish for people. Laos and Myanmar have massive hydropower potential, while Vietnam and Thailand have exhausted theirs.<sup>13</sup> Whilst hydropower does not consume water, it unavoidably modifies the nature of water resources: flow patterns, quality, ecosystems and deltas are affected.

The Intergovernmental Panel on Climate Change<sup>14</sup> identified the Mekong Delta as one of the three most vulnerable deltas on the planet. Viet Nam is one of the top ten affected countries. Cambodia and Lao PDR populations do not have economic buffers to mitigate climate change induced shock. Thailand, although under threat, is less vulnerable than its neighbours. In Viet Nam, entrapment of sediments is an important issue, with 50% of the sediment influx of the Mekong River trapped by dams upstream or removed for construction purposes. This causes the delta to sink and allows for a larger influx of seawater thus threatening agriculture production (the delta supplies 50% of the country's food production).

Through support to the implementation of the MRC strategic plan 2016-2020, the Action will address the identified problems by increasing the knowledge and regional dialogue on the nexus on food, energy and water.

## 2. RISKS AND ASSUMPTIONS

The main risks, mitigation measures and assumptions of the proposed interventions are presented in the table below:

Risks	Risk Level	Mitigation measures
Lower Mekong Countries disengage in the process of regional cooperation on shared resources.	M	<ul style="list-style-type: none"><li>• Strategic Plan continues to support dialogue and engagement with the countries</li><li>• MRC and donors build awareness of the benefits of regional integration among civil society and business communities.</li><li>• MRC and partners support the enhancement of MRC procedures.</li></ul>
The existing institutional		<ul style="list-style-type: none"><li>• Strategic Plan includes capacity building activities as priority</li></ul>

<sup>12</sup> The Mekong region produces 44% of the world's rice.

<sup>13</sup> There are at least 82 existing and 149 planned projects on the Mekong and its tributaries - WWF Living Mekong Program.

<sup>14</sup> The Intergovernmental Panel on Climate Change (IPCC) is the international body for assessing the science related to climate change. [https://www.ipcc.ch/publications\\_and\\_data/ar4/wg2/en/ch5s5-2-2.html#box-5-3](https://www.ipcc.ch/publications_and_data/ar4/wg2/en/ch5s5-2-2.html#box-5-3)

framework for regional cooperation is dismissed as ineffective.	L	<ul style="list-style-type: none"> <li>• MRC helps develop ownership of the process among the Mekong countries</li> <li>• MRC gives priority to capacity building of member countries' negotiators and MRC staff.</li> </ul>
Civil Society and Civil Society Organizations (CSOs), especially those representing the most vulnerable, are marginalised in the regional policy dialogue.	M	<ul style="list-style-type: none"> <li>• MRC implements a stakeholder outreach forum and prioritise the inclusion of the most vulnerable groups including women and indigenous people.</li> <li>• MRC and donors support the inclusion of civil society in regional governance meetings and help build their capacities, including those of women's groups on natural resources.</li> </ul>
MRC member countries do not progress according to their commitment (e.g. National Plans)	M	<ul style="list-style-type: none"> <li>• MRC and donors engage in policy dialogue with member countries. Donors are invited to budget committee meetings.</li> <li>• MRC and donors help secure relevant activities through bilateral cooperation (for Cambodia and Lao).</li> </ul>
Financial sustainability of the MRC is not achieved as planned.	M	<ul style="list-style-type: none"> <li>• Member Countries financial contributions are fully committed until 2018 and a plan for annual contributions until 2020, with a 10% annual increase already agreed. Member Countries' contributions will reach 35 % of the annual budget in 2020, 50% of the budget in 2022 and 100% in 2030.</li> <li>• EU and other donors are represented at the Budget Meetings.</li> <li>• Dialogue on financial management reform will be reflected in the public statements of the development partners</li> </ul>
Capacity of the MRC is limited due to lack of human resources and capacity	M	<ul style="list-style-type: none"> <li>• MRC can call on short term expertise to assist with implementation of activities</li> <li>• The Strategic Plan activities have been adjusted to the new staffing levels to ensure sustainability of implementation.</li> <li>• The Strategic Plan includes capacity building activities for the institution.</li> </ul>
Strategic plan is not fully implemented because of lack of availability of funds	L	<ul style="list-style-type: none"> <li>• Annual work plans are adopted according to the funds available. No overspending is allowed. A revision of the plan is made mid-year to make adjustments and respond to changes</li> <li>• Monitoring of activities and financial needs is carried out by MRC.</li> </ul>
China, through its Lancang-Mekong Initiative becomes the dominant actor in regional water governance.	L	<ul style="list-style-type: none"> <li>• Strategic Plans foresees work towards a strengthening of the dialogue between the Lancang-Mekong Initiative and the Mekong River Commission.</li> <li>• EU to include Mekong water governance in the EU-China Dialogue and in the EU-China Water Platform.</li> </ul>
The work of the MRC is not integrated into national decision making.	M	<ul style="list-style-type: none"> <li>• MRC foresees regular political dialogue in the four member countries. A High Level Diplomatic Working Group is being considered to address more political issues.</li> <li>• Strategic Plan supports high level political dialogues and conferences within the framework of the MRC.</li> <li>• MRC and donors to strengthen the scientific approach to policy making and more scientific and technical exchanges with peer organisations in the EU and elsewhere.</li> </ul>
<b>Assumptions:</b> <ul style="list-style-type: none"> <li>• The MRC reforms are successful and it continues to be recognised and used by its members for regional Integrated Water Resource Management /Nexus activities and is adequately financed and manned with competent staff.</li> <li>• The current funding gap is covered by other donor contributions or by the MRC member states.</li> <li>• The region is not affected by climatic hazards that undermine on-going plans.</li> </ul>		

### **3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES**

#### **3.1 Lessons learnt**

The European Union has supported the MRC through the Climate Change Adaptation Initiative (CCAI),<sup>15</sup> between 2013 and 2017. Lessons learned from the CCAI programme include that the difference in capacities between the targeted countries must be taken into account as these have implications for the regional integration process. The risk is that some MRC Member Countries do not have the capacity to effectively undertake key tasks (data collection, monitoring and reporting) defined by the National Indicative Plans (NIPs). Capacity building at country level is therefore considered as a priority in the Strategic Plan.

Another lesson shows that the work on the nexus must become more concrete and specific: Nexus Resource Platform and other ongoing projects (such as the International Water Association (IWA) Nexus Dialogue on Water Infrastructure Solutions) show the need for those processes to move from a global to a regional level and from a water-centric approach to a system involving food and energy actors.

Cooperation with other river based organisations and the scientific community have also proven beneficial to the MRC in the past. Exchange of researchers and continued dialogue on common challenges with similar organisations – such as the Rhine and Danube river organisations - will be prioritised and encouraged further.

#### **3.2 Complementarity, synergy and donor coordination**

This Action is complementary to all the other initiatives in support to MRC provided in parallel and through basket funding by member countries and other development partners between 2016 and 2020<sup>16</sup>. As a follow up to the EU support to MRC via the Climate Change Adaptation initiative (ending in 2017) it is complementary to the future EU programme to support fisheries in Cambodia and the nutrition focus of the current EU-Laos cooperation.

Efforts will be made to ensure close cooperation with the Biodiversity, Conservation and Protected Areas Management programme (BCAMP), which focuses on biodiversity conservation in the Mekong Delta, and the ASEAN Farmers' Organisations Project (AFOSP), which can provide inputs on sustainable and family farming-centred practices. Complementarity between the work of ASEAN and the MRC will also be supported, notably by a Memorandum of Understanding (between ASEAN Secretariat and the MRC Secretariat) being prepared and outlining areas for joint cooperation. The MRC is engaged in a dialogue with the European Commission on cooperation, which to date has resulted in exchanges of expertise between the Danube river Commission and the Mekong River Commission. Existing initiatives –especially those involving EU Member States donors agencies- involved in areas such as aquaculture, climate changes and water management will be further coordinated for synergies.

The EU China Water Platform, which is led by the European Commission, is another avenue through which the EU can support stronger dialogue and cooperation between the MRC and China on shared water resources.

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<sup>15</sup> The scope of the CCAI is climate change impact assessment and adaptation planning as well as implementation of adaptation interventions integrated with development planning within the Lower Mekong Basin (LMB).

<sup>16</sup> Australia, Belgium, France, Germany, Japan, Luxembourg, Netherlands, Sweden, Switzerland, USA and the World Bank.

Major partners to the MRC include Australia, Switzerland, Sweden and Germany. EU member states are represented by Germany, Sweden, Luxembourg, Netherlands and France. Donors are coordinated in the Informal Development Partner Group which has a rotating chairmanship and convenes in advance of the MRC governance meetings to engage in policy dialogue. The group prepares joint statements which feed into policy dialogue with MRC and its member countries.

The nexus dialogue in the Mekong region is primarily undertaken and supported by large NGOs and international organisations who facilitate research and dialogue on the nexus on food, water and energy at the regional level.

### **3.3 Cross-cutting issues**

Gender aspects in rural livelihoods and with respect to water and land are highly differentiated and thus need special attention. The MRC is dedicated to become a gender responsive organisation, ensuring that different perspectives, needs, interests, roles and resources of men and women are considered in decision making. The MRC commitment to gender mainstreaming includes the formulation of a MRC gender policy, the strengthening of the commitment of top level MRC officials and managers, the creation a gender aware culture in the secretariat and in relevant agencies in the member countries, the building of capacity through gender training and, finally, the setup of a gender Steering Committee and gender focal points.

Vulnerability to climate change is important in the Mekong. Wetter and more intense wet seasons coupled with longer and dryer dry seasons will increase the region's vulnerability. Regional efforts to mitigate the effects of climate change are already ongoing and will be supported in the foreseen intervention.

Fundamental freedoms and engagement with civil society organisations are important elements in development programme and it is widely recognised that rights based approaches to natural resources management bring benefits in sustainability and equity in development. This Action will contribute to more involvement of civil society organisations and a better reflection of their views in policies and practices.

## **4. DESCRIPTION OF THE ACTION**

### **4.1 Objectives/results**

**Overall objective:** integrated and sustainable management of natural resources in the Lower Mekong contributes to poverty reduction and sustainable development in the sub-region.

**Specific Objective:** support the implementation of the Mekong River Commission Strategic Plan 2016-2020, which aims to promote and coordinate sustainable development and management of the Mekong's water and related resources.

The implementation of the Strategic Plan will also contribute to a strengthening of the nexus knowledge base and policy dialogue in the region, and is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of Sustainable Development Goal (SDG) 6 to ensure access to water and sanitation for all (and in particular Target 5: the implementation of integrated water resource management at all levels, including through transboundary cooperation as appropriate), but also promotes progress towards SDG 15 (life on land), SDG 13 (climate action) and SDG 16 (peace, justice and strong institutions). The

process of achieving SDG 6 as presented above is also closely linked to SDG 7 (renewable energy) and SDG 2 (eradicating hunger).

This does not imply a commitment by the countries benefiting from this programme.

## **4.2 Main activities**

The expected results are aligned to the four strategic areas of the MRC Strategic Plan (2016-2020): 1) enhancement of national plans, projects and resources based on basin-wide perspectives; 2) strengthening of regional cooperation; 3) Better monitoring and communication of the basin conditions; 4) Leaner river basin organisation. The main outcomes and activities correspond to each result in the MRC strategic plan, they are described as follows:

### **Result 1: Enhancement of national plans, projects and resources from basin-wide perspectives**

***Outcome 1: Increased common understanding and application of evidence-based knowledge by policy makers and project planners.***

Activities will include the strengthening of the regional knowledge-base on water and related resources, such as irrigation use, fisheries, rural livelihoods ability to cope with change, climate change adaptation, biodiversity and options for increased water storage. The MRC does this by supporting the development of research and data collection on, for instance, sustainable development (including gender), biodiversity, fish ecology and fisheries, building capacity of the regional stakeholders and facilitating regional dialogue on common activities and measures that will support the sustainable development of the region.

***Outcome 2: Environment management and sustainable water resources development “optimised” for basin-wide benefits by national sector planning agencies.***

Activities will include policy dialogue on regional strategies and plans between the Lower Mekong countries and with other relevant stakeholders - including international and local civil society groups representing the most vulnerable - to ensure inclusive, participative and representative decision-making in relation to transboundary water management.

***Outcome 3: Guidance for the development and management of water and related projects and resources shared and applied by national planning and implementing agencies.***

Activities will consist of the preparation, promotion and support to the implementation of a series of practical guidelines and methodologies. Activities will also include the sharing of “best practice” guidelines and tools to support the development and implementation of water and related projects on tributaries of transboundary significance.

### **Result 2: Strengthening of regional cooperation**

***Outcome 4: Effective and coherent implementation of MRC Procedures by Member Countries.***

Activities will support the MRC Joint Platform and working groups to promote a common understanding of the procedures to be implemented by member countries.

***Outcome 5: Effective dialogue and cooperation between Member Countries and strategic engagement of regional partners and stakeholders on transboundary water management.***

Activities will include policy dialogue in particular with ASEAN and the Greater Mekong Sub-region. Stronger policy dialogue will also be sought with Myanmar and China in order to ensure the inclusion of broader regional policies and plans, including nexus-related issues. A regional stakeholder forum is expected to be established to enhance dialogue and collaboration with a wide range of stakeholders, including the most marginalised (e.g. women and indigenous people).

**Result 3: Better monitoring and communication of the basin conditions**

***Outcome 6: Basin-wide monitoring, forecasting, impact assessment and dissemination of results strengthened for better decision-making by member countries.***

Activities will include the monitoring, forecasting, impact assessments and dissemination of results on water conditions in the Mekong including the impact on the most vulnerable, including women.

**Result 4: Leaner river basin organisation**

***Outcome 7: MRC transitioned to a more efficient and effective organisation in line with the decentralisation roadmap and related reform plans.***

Activities will include implementation of reforms leading to the transformation of the MRC from a programme-based structure funded by development partners to a member country financed organisation, focused on core functions and processes set out for a staged decentralisation of MRC functional activities to national agencies within member countries.

### **4.3 Intervention logic**

Taking into account that the MRC is currently recognised by its members and partners as the key platform to promote water management in the Mekong river region and that key risks are mitigated, this Action will allow the MRC to deliver the expected results over the period covered by the Strategic Plan. To do so the MRC will implement the required activities in order for it to better support and promote:

- An increased uptake, application and integration of basin-wide evidence into national planning processes (to increase national and basin-wide benefits, while reducing regional costs and moving toward water security);
- A more effective stakeholder engagement to strengthen regional dialogue and cooperation;
- A greater member country ownership including self-financing of the MRC and its processes to strengthen implementation; and
- A more streamlined and efficient MRC Secretariat to improve knowledge management, informed decision making and a platform for dialogue.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this Action, it is not foreseen to conclude a financing agreement with the partner country referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this Action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of adoption by the Commission of this Action Document.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

### **5.3 Implementation modalities**

#### **5.3.1 Indirect management with Mekong River Commission**

This Action may be implemented in indirect management with the Mekong River Commission in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012. The Mekong River Commission (MRC) is a treaty based organization set up to promote regional cooperation in water and related resources in the Mekong River basin. This implementation entails supporting the MRC 2016-2020 Strategic Plan, which is fully aligned with the objectives and results described in section 4. This implementation is justified because the MRC has an exclusive mandate and a proven capacity to undertake the technical work needed to underpin decision-making in the water and natural resources sector at the regional level. The support through MRC would strengthen the position of the EU in policy dialogue with the MRC, placing particular attention on the water, energy, food nexus and the implementation of reforms towards self-sustainability. Support to the MRC would also enhance EU visibility and benefit the EU's role as a key partner in the region.

The MRC has specific expertise in promoting transboundary water and natural resources cooperation, and has an extensive knowledge base in river basin management and ongoing monitoring programmes. The MRC is a well-established international organisation, with a supporting Secretariat with 68 staff. It has technical and administrative capacity to implement Actions in the whole Lower Mekong region. At national level specific entities, National Mekong Committees with their respective Secretariats provide national coordination with relevant line agencies.

The MRC secretariat has been recently reformed and the staffing has been streamlined notably in the context of the decentralisation process and the subsequent assignment of tasks to the national agencies of the member countries. The MRC Strategic Plan 2016-2020 has been adapted proportionally to the capacity of the MRC.

The entrusted entity would carry out the following budget implementation tasks: tasks consisting of carrying out procurement, and awarding, signing and executing the resulting Procurement Contracts, notably accepting deliverables, carrying out payments and recovering funds unduly paid.

The Mekong River Commission is currently undergoing the ex-ante assessment in accordance with Article 61(1) of Regulation (EU, Euratom) No 966/2012. The Commission's authorising officer responsible deems that, based on the compliance with the ex-ante assessment based on Regulation (EU, Euratom) no 1605/2002 and long-lasting problem free cooperation, the international organisation can be entrusted with budget implementation tasks under indirect management.

If the above-mentioned organisation will not be positively assessed, this action may be implemented in direct management in accordance with the implementation modalities identified in section 5.3.2.

### **5.3.2 Changes from indirect to direct management mode due to exceptional circumstances**

In the event that the Mekong River Commission does not pass the ongoing pillar assessment, a direct award of grant to the MRC is foreseen.

#### **Grant: direct award “Support to enhanced cooperation in sustainable transboundary water management in the Lower Mekong region” (direct management)**

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

**Overall objective:** Integrated and sustainable management of natural resources in the Lower Mekong contributes to poverty reduction and sustainable development in the sub-region.

**Specific Objective:** Support the implementation of the Mekong River Commission Strategic Plan 2016-2020, which aims to promote and coordinate sustainable development and management of the Mekong's water and related resources.

The **expected results** as defined in the Strategic Plan are:

- 1: enhancement of national plans, projects and resources from basin-wide perspectives;
- 2: strengthening of regional cooperation;
- 3: better monitoring and communication of the basin conditions and
- 4: leaner river basin organisation.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to Mekong River Commission.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because of the specific characteristics of this action that requires a particular type of body on account of its technical competence. The MRC is an international organisation established by the 1995 Mekong Agreement signed by the Governments of Cambodia, Lao, Thailand and Vietnam that confers an exclusive mandate to MRC on the cooperation for the sustainable development of the Mekong River Basin which is necessary to implement this Action. MRC is the only treaty based organisation to oversee regional cooperation in shared water resources in the Mekong region. Hence, the MRC technical capacity and experience in governing shared water

resources in the lower Mekong region is necessary to achieve the objective of this Action, i.e., the implementation of the MRC Strategic Plan 2016-2020.

(c) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 95%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 37 of (EU) regulation n° 323/2015 if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

Final trimester of the year 2017

#### 5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

#### 5.5 Indicative budget

	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution, in currency identified</b>
5.3.1 Indirect management with Mekong River Commission	4 920 000	EUR 56 460 000
5.8 Evaluation 5.9.Audit	80 000 Audit will be covered by another decision	N.A.
5.10 Communication and visibility	Will be incorporated in the Agreement	N.A.
<b>Totals</b>	<b>5 000 000</b>	<b>EUR 56 460 000</b>

## **5.6 Organisational set-up and responsibilities**

The MRC's key governance bodies, the MRC Council and the Joint Committee, will lead the implementation of the Strategic Plan by i) providing and guiding the strategic direction of the MRC's work; ii) ensuring effective processes are in place for timely decision-making and issue resolution; and iii) managing any risks to the delivery of the plan at the highest levels. Development partners are well coordinated and engage in regular dialogue with the MRC, including in the development of the annual work plans. The costing of the work plans is discussed in the Budget Committee, where two development partners are permanent members. This set up will allow the EU to monitor the implementation of Action, Member Countries' contributions to MRC as well as other donors' commitments.

## **5.7 Performance monitoring and reporting**

The day-to-day technical and financial monitoring of the implementation of this Action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the Action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the Action (i.e. annual reports of the MRC work programmes), difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the Action. The final report – both narrative and financial section - will cover the entire period of the Action implementation (e.g. final report on the implementation of the MRC Strategic Plan 2016-2020).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

## **5.8 Evaluation**

Having regard to the nature of the Action, a final and mid-term evaluations will be carried out for this Action or its components by independent consultants contracted by the Commission (mid-term evaluation) and by MRC (final evaluation).

The mid-term evaluation will be carried out for learning purposes, in particular with respect to the development of the next Strategic Plan and setting of priorities for the remaining period of the current Strategic Plan. The final evaluation will be carried out for accountability and learning purposes at various levels (including policy revision).

The Commission shall inform the implementing partner at least 3 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with MRC member countries and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions

and recommendations of the evaluations and, where appropriate, in agreement with the MRC, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services shall be concluded under a framework contract in Q4 2018.

## **5.9 Audit**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this Action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

## **5.10 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external Actions funded by the EU. This Action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget from the Strategic Plan 2016-2020 and its annual work plans. An exchange of letters with the MRC will define the visibility plan for the EU for each Work Plan, identifying a number of initiatives in the beneficiary countries which can be used to promote visibility, in accordance with the EU Communication and Visibility manual.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner countries, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

## APPENDIX - INDICATIVE LOGFRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes.

This logframe reflects the logframe of the MRC Strategic Plan (SP) 2016-2020. The impact level is developed for the EU, as the MRC SP does not cover this at the indicator level, but rather as a political statement. The key result areas (KRA) do not have indicators in the MRC documentation, but have been derived from the SP documentation. A more complete set of indicators for outcomes, 25 in total, can be found in MRC documentation, there are also 159 indicators for the 49 outputs in the SP, 7 of these are gender specific and one concerns gender disaggregated data which will be used when relevant in the monitoring and evaluation system of the MRC, which is currently being developed.

	<b>Intervention logic</b>	<b>Indicators</b>	<b>Baselines (incl. reference year)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Overall objective: Impact</b>	Integrated and sustainable management of natural resources in the lower-Mekong contributes to the sustainable development in the sub-region.	<p>Rural poverty reduced (% below national poverty line)</p> <p>Fish and Other Aquatic Animals consumption, (kg/person/year).</p> <p>Water quality A, B and C grade for the protection of human health; aquatic life and agriculture</p>	<p>Cambodia 21% (2012) Lao PDR 29% (2012) Thailand 14% (2013) Viet Nam 19% (2014)</p> <p>Cambodia 59.4, Lao PDR 51.4, Thailand (in Mekong Basin) 41.8, Viet Nam (delta) 91 (all 2015)</p> <p>2013. Water quality for human health: 10 A station 12 B stations Water quality for aquatic life: 20 B stations 2 C stations</p>	<p>Cambodia &lt; 17% Lao PDR &lt; 25% Thailand &lt; 10% Viet Nam &lt; 15%</p> <p>2020 for all Maintain levels</p> <p>Maintain or improve status</p>	<p>National Poverty index</p> <p>Fish consumption studies by MRC and national governments</p> <p>MRC Report Card on Water Quality</p>	The MRC member countries will continue to work towards the successful achievements of the SDGs.

			Water quality for agriculture: 22 A stations.			
<b>Specific objective(s): Key Results Areas (KRAs)</b>	KRA 1: Enhancement of national plans, projects and resources from basin-wide perspectives	Inclusive completion of the Basin Development Strategy (BDS)  Reflection of BDS in national development plans	2015: BDS 2016-2020 ready for implementation  2015: Cambodia's National Strategic Development Plan 2014-2018 refers to the BDS	2019: BDS 2021-2026 agreed based on an inclusive process of consultations. 2020: The BDS is reflected in three national plans.	MRC BDS  National plans	Targeted organisation(s) is/are recognised and used by its members for regional IWRM Actions and is secure in financing and with competent staff.
	KRA 2: Strengthening of regional cooperation	Reference to transboundary cooperation in national water legislation	2015: Included in Viet Nam and Cambodia	2020: Included in the water legislation of Viet Nam, Cambodia, Thailand and Lao PDR.	Government information	Information is made public
	KRA 3: Better monitoring and communication of the basin conditions	Shared information management system enhanced and improved  Joint water resource monitoring programme implemented.	2015: Procedures for Data and Information Exchange and Sharing (PDIES) exists, as does national information systems. Baseline for hydro-meteorological data (2016) and water quality data (2013).	Update the guidelines for PDIES by 2020.  Demonstrated use of the information by the four member countries of the MRC.	MRC report on implementation of the PDIES protocol.  Data from MRC Hydrologic monitoring and MRC water quality scorecard.	
	KRA 4: Leaner River Basin Organisation	Riparian financing of MRC increased.	2016: MC finance <10 % of MRC cost.	30% by 2020, 100% by 2030.	MRC financial reports/Annual reports.	
<b>Outcomes</b>	Outcome 1. Increased common understanding and application of evidence-based knowledge by policy makers and project planners.	1.1 The number of national and regional agencies and organisations using MRC knowledge generated for research, planning and policy making	2015; Cambodia 17 Lao PDR 12 Thailand 12 Vietnam 17	MRC data acknowledged and used by a higher number relevant national departments and ministries	National reports and research publications, policy briefs, etc.	Policy makers and project planners have confidence and trust in MRC knowledge products

	<p>Outcome 2: Environment management and sustainable water resources development optimized for basin-wide benefits by national sector planning agencies</p> <p>Outcome 3: Guidance for the development and management of water and related projects and resources shared and applied by national planning and implementing agencies</p> <p>Outcome 4: Effective and coherent implementation of MRC procedures by member countries</p>	<p>1.2 Evidence of national and regional decisions making based on or referring to MRC knowledge products including Gender Strategies and policy tools.</p> <p>2.1 Number of trans-boundary national and provincial policies and plans integrating MRC basin-wide analysis and strategies</p> <p>3.1 Number of transboundary, national and provincial projects applying MRC guidelines</p> <p>4.1 Evidence of adverse trans-boundary impacts that were mitigated, minimized or avoided in basin planning and management by using MRC Procedures</p> <p>4.4 The number of projects monitored under the procedure for water use monitoring both national and regional level</p>	<p>2015: Two examples; redesign of Xayaburi Dam, Navigation Agreement between Cambodia and Viet Nam.</p> <p>2015: 4 transboundary, 9 national and 2 provincial examples.</p> <p>2015: 2 projects with Prior Consultations and 47 projects with Notification under procedure for notification, prior consultation and agreement.</p> <p>2015: Xayaburi Dam was redesigned to reduce potential transboundary impacts.</p> <p>2015: 4 pilot projects under PWUM</p>	<p>2020: All significant water development policies, practices and projects in the basin make reference to MRC knowledge products. 2020: 10 additional transboundary projects use MRC guidelines.</p> <p>All water resources projects are adhering to the PNPCA process by 2030</p> <p>All projects identified through prior consultation are revised to reduce transboundary impacts where relevant by 2030.</p> <p>2020: 10 projects monitored under the procedure for water use monitoring.</p>	<p>MRC and government documents</p> <p>MRC Website/ Reports, National Reports</p> <p>MRC website</p> <p>MRC Reports</p> <p>MRC Reports</p> <p>Reports in MRC Dialogue Partners'</p>	<p>Member Countries' willingness to actively engage in the development of MRC basin wide, regional sector strategies and Action plans. Member countries have confidence and trust in MRC basin wide, regional sector strategies and Action plans. National project planners and managers have confidence and trust in the MRC's guidelines</p> <p>Member countries approve all technical guidelines</p> <p>Member countries willing to apply the MRC procedures</p> <p>Partners/stakeholders recognize the mutual benefits</p>
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	<p>Outcome 5: Effective dialogue and cooperation between Member Countries and strategic engagement of regional partners and stakeholders on transboundary water management</p> <p>Outcome 6: Basin-wide monitoring, forecasting, impact assessment and dissemination of results strengthened for better decision-making by member countries</p> <p>Outcome 7: MRC transitioned to a more efficient and effective organisation in line with the Decentralisation Roadmap<sup>17</sup> and related reform plans</p>	<p>5.2 Evidence of stronger engagement with China and Myanmar</p> <p>5.3 Stakeholder outreach forum includes representatives of the most affected communities including indigenous peoples, ethnic minorities and women groups.</p> <p>5.4 Evidence that the opinions/perspectives of academic/ research institutions, civil society and private sector are taken into consideration by MRCS and member countries</p> <p>6.1 Quality (timeliness and accuracy) of MRC forecasting information in critical or emergency situations.</p> <p>6.2 Inclusion of gender based vulnerability and exposure to challenges and risks are reflected in the monitoring, forecasting and dissemination of results.</p>	<p>2015: Engagement with China in joint research projects technical exchange, joint symposium, etc. Engagement with Myanmar much less (mainly in navigation). 2015: 7 examples of other stakeholders' opinions/perspectives being taken into consideration.</p> <p>2015: 5 day flood forecast for Mekong main-stream during wet season in place.</p> <p>2017 monitoring framework baseline.</p> <p>2015: CFs batch 1 decentralised, but with constraints.</p> <p>2015: MC provide &lt;10% of MRC budget</p>	<p>2020: Doubling of engagement with China and Myanmar</p> <p>2020: Regular/Annual stakeholders' platform events held. 20 case study examples of how stakeholders opinions/perspectives have been taken into consideration</p> <p>2020: 5+ days flood forecast for Mekong main-stream, and major tributaries. 2018: Drought forecast in place. Measurable progress from 2017-2020.</p> <p>2020: NMCs and line agencies successfully implementing all CFs in batch 1 and 2.</p>	<p>meeting</p> <p>Reports by MRC and participating organisations</p> <p>MRC reports</p> <p>MRC reports</p> <p>MRC Financial Reports</p>	<p>and interest in cooperation with MRC</p> <p>Member countries and the wider MRC stakeholder groups share information as needed for the maintenance and development of regional information systems and tools.</p> <p>The agreed MRC reform and Strategic Plan 2016-2020 are followed through with implementation.</p>
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<sup>17</sup> The Decentralisation Roadmap describes how MRC's identified core functions are to be shared among the member countries and the MRC Secretariat.

		<p>7.3 MRC core functions (CF) set for decentralisation in batches 1 &amp; 2 successfully fully decentralised.</p> <p>7.4 Percentage of member countries funding contributions</p> <p>7.5 Gender disaggregated data is collected and used for MRC M&amp;E system.</p> <p>7.6 Proportion of women in managerial positions</p>	<p>2017 M&amp;E Framework</p> <p>2017 MRC organigram</p>	<p>2020: MC provide 30% of MRC budget (100% by 2030)</p> <p>TBC following the establishment of the baseline.</p> <p>Improvement from 2017 to 2020.</p>		
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\* Indicator given in the regional MIP. \*\* A regional climate change adaptation strategy for the Mekong is aligned to the EU Results Framework (Level 2 No. 23 - Number of countries/regions with climate change strategies (a) developed and/or (b) implemented with EU support