



The Southeast Asian Ministers of Education Organization (SEAMEO)
Regional Centre for Higher Education and Development (RIHED)

The Fifth Five-Year Development Plan

FY 2017/2018 - FY 2021/2022

July 1 - June 30

To be approved at the 25th SEAMEO RIHED Governing Board Meeting held from 3-4 August in Jakarta, Indonesia and ad referendum by the SEAMEO Council during the non-SEAMEC year.

Governing Board

The SEAMEO RIHED Governing Board is the main policy-making body of the Centre.



**Mrs. Hajah Anis Faudzulani
Binti Haji Dzulkiflee**

Senior Special Duties Officer
and Head of Higher Education
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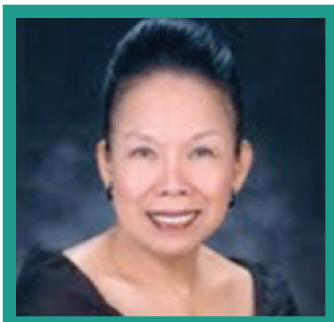
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Prof. Dr. Tran Anh Tuan

Deputy Director General, Department of Higher Education, Ministry of Education and Training
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Dr. Gatot Hari Priowirjanto

Director
SEAMEO Secretariat
Ex-Officio Member



Dr. Chantavit Sujatanond

SEAMEO RIHED
Centre Director
Ex-Officio Member

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A. Background

1. About SEAMEO

The Southeast Asian Ministers of Education Organization (SEAMEO) is a regional intergovernmental organisation established in 1965 among the governments of Southeast Asian countries to promote regional cooperation in education, science and culture in the region.

The mission of SEAMEO is to enhance regional understanding, cooperation and unity of purpose among Member Countries for a better quality of life through the establishment of networks and partnerships, the provision of fora among policy makers and experts, and the promotion of sustainable human resource development.

The organisation's highest policy-making body is the SEAMEO Council, which comprises the 11 Southeast Asian Education Ministers. As part of SEAMEO's initiative, a Ministerial Meeting of the SEAMEO Council was convened in Vientiane, Lao PDR in September 2014 as part of SEAMEO's flagship project, the SEAMEO College. Outcomes of the Meeting included the distillation of 7 Priority Areas of SEAMEO on education to be promoted for the next 20 years (2015-2035). The 7 Priority Areas were taken note of at the 37th SEAMEO High Officials Meeting (25-27 November 2015, Bangkok, Thailand) and presented to the SEAMEO Council at the 48th SEAMEO Council Conference (6-9 May 2015, Chonburi, Thailand) in the session of the Ministerial Roundtable Meeting. The SEAMEO Council endorsed these 7 Priority Areas.

The SEAMEO Secretariat is located in Bangkok, Thailand, and there are currently 24 Regional Centres responsible for training, research and development and information dissemination in various fields of specialisation.

SEAMEO Member Countries

Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste and Vietnam.

SEAMEO Associate Member Countries

Australia, Canada, France, Germany, Netherlands, New Zealand, Norway, Spain and the United Kingdom.

SEAMEO Affiliate Members

The British Council, the International Council for Open and Distance Education, the University of Tsukuba and the China Education Association for International Exchange.

2. About SEAMEO RIHED

2.1 Overview and Brief History

The Regional Institute of Higher Education and Development (RIHED) was conceived jointly by the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Association of Universities (IAU) in collaboration with the Ford Foundation in 1959. In July of 1970, RIHED was officially founded in Singapore with 7 Member States including Cambodia, Indonesia, Lao PDR, Malaysia, Singapore, Thailand and Vietnam. Following a decision reached by the RIHED Governing Board in 1985 to reconstitute the institute under SEAMEO and through coordinated efforts with the SEAMEO Secretariat, approval was obtained by the Thai government in 1992 to host RIHED under the umbrella of SEAMEO in Bangkok, Thailand. Retaining its original acronym, SEAMEO RIHED is the Southeast Asian Ministers of Education Organization Regional Centre specialising in higher education and development. The Centre is hosted by the Thai Government and located on the fifth-floor of the Office of the Higher Education Commission in Bangkok, Thailand. For more information on the history and achievements of SEAMEO RIHED, see Annex I.

SEAMEO RIHED is managed by a Centre Director. The policy-making body of the Centre is the Governing Board, which is composed of one representative of each SEAMEO Member Country nominated by their National Minister of Education and appointed by the SEAMEO Council. The SEAMEO Secretariat Director and SEAMEO RIHED Centre Director serve as ex-officio Members of the Governing Board. The Governing Board is responsible for operation policies, strategic planning, annual evaluation and review of the Centre's programmes and budget within the framework of its approved five-year development plans.

The Centre's main activities, in line with other SEAMEO Centres, include training, research and development and information dissemination with a special focus on advancing cooperation, alignment and development across higher education systems in the region.

2.2 List of Centre Directors

Name	Period
Dr. Chantavit Sujatanond (Acting Interim)	July 1993 - July 1994
Assoc. Prof. Dr. Tong-In Wongsothorn (Interim)	July 1994 - August 1996
Assoc. Prof. Dr. Tong-In Wongsothorn	September 1996 - August 1998
Dr. Padoongchart Suwanawongse	August 1998 - June 2005
Prof. Dr. Supachai Yavaprabhas	July 2005 - March 2011
Assoc. Prof. Dr. Sauwakon Ratanawijitrasin	March 2011 - March 2014
Dr. Chantavit Sujatanond	April 2015 - Present

2.3 Centre Objectives

According to the Enabling Instrument (see Annex II) signed by the President of the SEAMEO Council on 3 February 1994, SEAMEO RIHED has the following objectives:

- 1) To assist the Member States in fostering efficiency and effectiveness of higher education in their respective countries, with a focus on policy and planning processes, administrative and management systems through professional training and policy-oriented research, taking into consideration the special needs and pressing problems together with the cultural factors of individual Member States for integrated human resource development;
- 2) To serve as the regional centre and clearing-house for higher education information and documentation, promoting the exchange and dissemination of information and research findings on higher education planning and management, both within and outside the region;
- 3) To promote collaboration among Member States for establishing institutional linkages, and to assist them in strengthening institution building and development.

B. Our Vision and Mission

Our Vision

A dynamic, strategic and policy-research driven regional centre for promoting understanding, cooperation, and synergy in higher education for regional development.

Our Mission

To advance cooperation, alignment, and development of higher education systems in the region by creating policy platforms, engaging in policy-driven research, and broadening space for information dissemination.

C. The Fifth Five-Year Development Plan (FY 2017/2018 - 2021/2022)

Areas and Development Programmes

During the period of the Fifth Five-Year Development Plan (FY 2017/2018 - 2021/2022), SEAMEO RIHED will focus its programmes and activities on 4 key areas of focus as follows:

1. Alignment and Development
2. Cooperation and Synergy
3. Research
4. Information Portal

The above areas were identified after consolidating input from the two main policy platforms convened by SEAMEO RIHED, including the Southeast Asian Higher Education Senior Officials Meeting (SEA-HiEd SOM) and Governing Board Meeting (GBM). The 4 areas have been formulated in respect of the new and evolving role of higher education and builds on SEAMEO RIHED's regional engagement in higher education and existing work efforts in the region to address new challenges brought forward in the harmonisation and development of higher education in Southeast Asia.

Area 1: Alignment and Development

SEAMEO RIHED realises the need to support the alignment of higher education segments and structures at the regional level. SEAMEO RIHED's regional engagement in higher education takes place through 2 formal mechanisms at the policy level, which support the regional harmonisation of higher education. Through these platforms, SEAMEO RIHED is guided by the collective decisions of the region and works towards the region-wide implementation of priorities for higher education. The centre's scope of work also seeks to strengthen multilateral collaboration and to narrow and bridge gaps within the region.

Programmes and activities in this area will build on the concept of alignment within the curriculum, including learner-centred curriculum design and development as well as the evaluation of learning outcomes in higher education and in support of national and regional qualifications frameworks. This area also seeks to expand work on the Academic Credit Transfer Framework for Asia (ACTFA) project and align existing credit transfer procedures in the region as well as introduce new e-Learning components and innovative delivery methods for higher education.

The following projects and activities are included in the plan:

- A Project on Alignment of Curriculum Structure and Development of Learning Outcomes**
 - 1.1 Comparative study on curriculum structure implemented among HEIs in SEA
 - 1.2 Capacity-building for HEIs on curriculum design and assessment of learning outcomes
 - 1.3 Policy recommendations from the result of the comparative study and capacity-building
- B Academic Credit Transfer Framework for Asia (ACTFA) Project**
 - 1.4 Manual/handbook for student exchange

- 1.5 Manual/handbook for student information package (produced by the HEIs)
- 1.6 Manual/handbook for IROs on student mobility/internationalisation
- 1.7 Report on setting up a credit transfer framework
- 1.8 Policy recommendation and adoption of the credit transfer framework
- 1.9 Credit recognition and transfer manual (with credit transfer conversion table)

C e-Learning

- 1.10 Subject areas/study fields (credit transferable)
- 1.11 Massive Open Online Courses (MOOCs)

Area 2: Cooperation and Synergy

In building on the existing formal policy mechanisms such as the SEAMEO RIHED Governing Board Meeting (GBM) and Southeast Asian Higher Education Senior Official Meeting (SEA-HiEd SOM), as well as the Regional Seminars and Fora conducted in conjunction with these Meetings, the Centre aims to facilitate dialogue, cooperation and synergy across higher education policies and systems in the region and position itself as a regional hub for mutual exchange among Member Countries and the sharing of innovative practices, bringing together all stakeholders in the region and beyond.

SEAMEO RIHED is committed to further enhancing cooperation and the coordination of efforts at the regional level through policy platforms and through university networks, eliciting stronger engagement from regional and international partners and enhancing higher education leadership and promoting academic mobility.

The following activities are included in the plan:

A Policy Platforms

- 2.1 SEAMEO RIHED GBM
- 2.2 SEA-HiEd SOM
- 2.3 Regional Seminars and Fora (conducted in conjunction with the SEA-HiEd SOM and GBM)
- 2.4 Bi-Annual Inter-regional Research Symposium

B Leadership and Development

- 2.4 Southeast Asian Leadership Task-Force
- 2.5 Establishment of ASEAN Leadership Development Centre

C Regional and Global Engagement with Partners

- 2.6 Thematic and Rotational Study Visit Programme to Partner Countries
- 2.7 Partner-led Projects (SHARE, ASEAN-QA, AKEPT, AQAN, ASEAN Plus Three)
- 2.8 SEAMEO RIHED-led Projects (ADB, MEXT)

D University networks

- 2.9 The ASEAN International Mobility for Students (AIMS) Programme University Clusters
- 2.10 Greater Mekong Subregion University Consortium (GMS-UC)
- 2.11 The ASEAN-China Network for Cooperation and Exchange Among Engineering and Technology Universities (ACNET-EngTech)
- 2.12 The ASEAN-China Arts Colleges Alliance (ACACA)
- 2.13 The ASEAN-China Alliance for Tourism and Hospitality (ACATH)

E University and Community Engagement

- 2.14 University-community relations

Area 3: Research

From SEAMEO RIHED's objectives as outlined in its Enabling Instrument, the Centre also serves as a hub for higher education information dissemination. This objective can be enhanced with a focus on increasing policy-oriented research. In order to continue to assist national authorities and other decision makers in higher education in a rapidly evolving and globally-competitive environment, SEAMEO RIHED aims to undertake policy-driven research to support higher education development in the region. In pursuance of this, a series of regional publications to disseminate findings and encourage the exchange of ideas.

The following topics are envisaged for policy-oriented research:

A Research

- 3.1 Leadership and Development
- 3.2 Digitalisation of Southeast Asian Higher Education
- 3.3 The Structure of Regional Cooperation for Student Exchange
- 3.4 Research Clusters in the 10 study fields of the AIMS Programme
- 3.5 Quality Assurance and regional framework development in QA
- 3.6 Survey of QA in Online Delivery in the Region
- 3.7 Pilot study on Student Exchange and Credit Transfer Practices in the GMS

Area 4: Information Portal

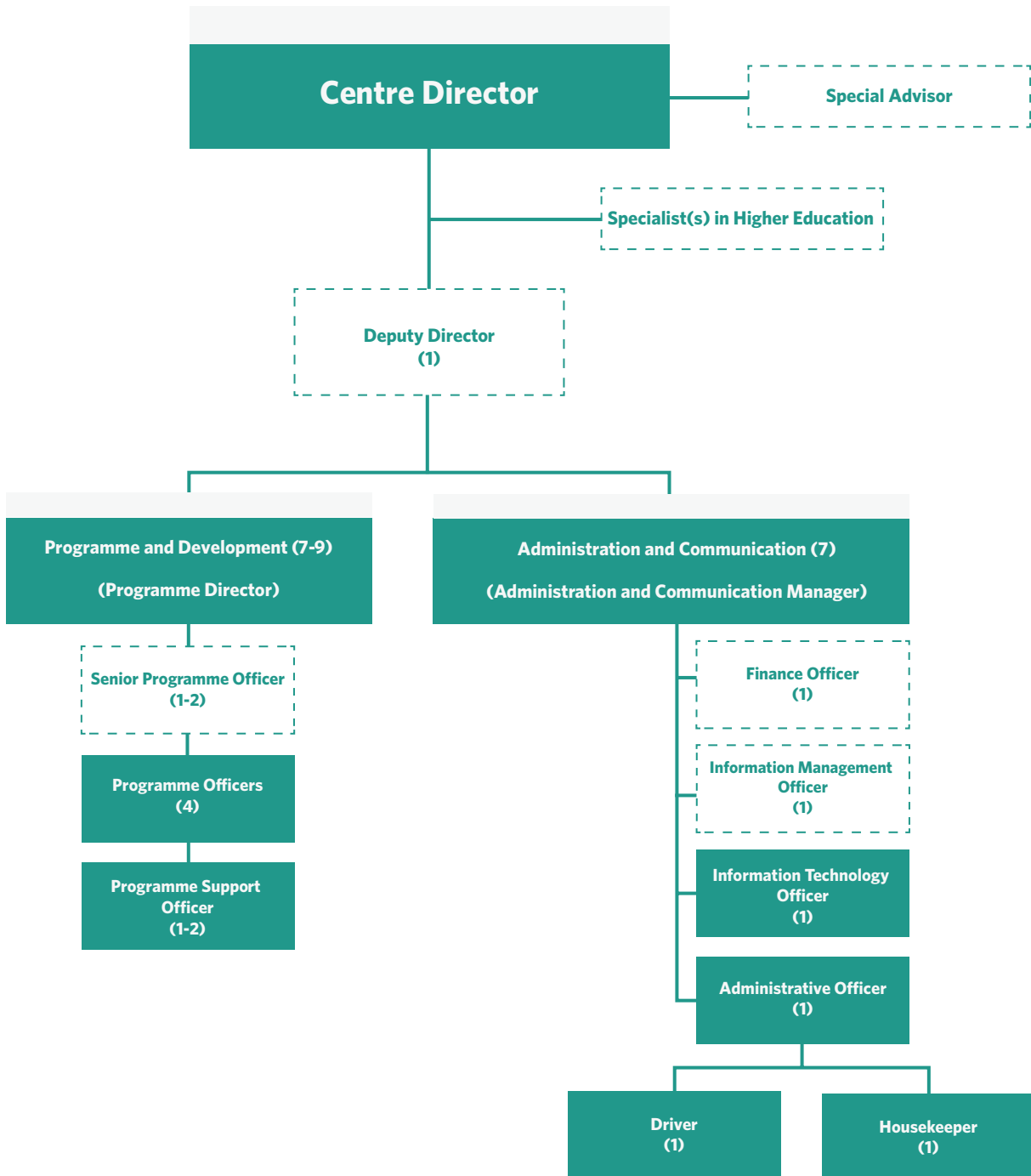
SEAMEO RIHED also aims to develop a higher education information portal. This is in line with the Centre's objective to serve as the regional clearing-house for higher education information and also in response to the emerging need in the region to establish a transparent and accessible information platform where knowledge on higher education is widely shared and effectively enhanced.

The higher education information portal can cover the following range of information: 1) higher education statistics in the region; 2) key information on the arrangement of systems and structures of higher education at the national level; 3) depository of international programmes and relevant fields/disciplines offered in the region; 4) a database of experts and their relevant fields of work (particularly in key priority areas for the region); and 5) data of university network membership in the region.

2. Management Programme

Staff Positions

Staff Positions at SEAMEO RIHED are depicted in the diagram below:



3. Financial Programme

Funding

Capital and operational costs of the Centre come from the Government of Thailand. The main source of funds for implementation of the Centre's programme and activities, or Special Funds, is the interest from SEAMEO RIHED's Endowment Fund.

as of 20 July 2017

**SEAMEO RIHED Capital and Operating Funds Budget
for the 5th Five-Year Development Plan**

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Current Year Budget (USD)The 5th Five-Year Development Plan					
Capital Funds						
710.03 Furniture and Equipment	2,900	33,000	4,000	4,100	4,100	4,200
710.04 Transportation Equipment	-	58,000	-	-	-	-
710.05 Library Materials	-	3,400	3,600	3,800	3,900	4,100
Subtotal	2,900	94,400	7,600	7,900	8,000	8,300
Operating Funds						
720.15 Salaries and Wages	150,805	241,486	249,149	256,995	265,330	273,685
720.16 Staff Benefits	29,318	49,408	49,781	50,158	50,562	50,958
720.17 Travel and Transportation	2,623	10,600	10,800	11,200	11,800	12,400
720.18 Operating Supplies	5,064	11,800	12,400	13,200	13,800	14,600
720.19 Communications	890	2,600	2,800	3,000	3,200	3,400
720.20 Utilities*	-	-	-	-	-	-
720.21 Seminars and Conferences	2,528	12,800	13,600	14,200	14,800	15,600
720.22 Repairs and Maintenance	3,886	5,000	5,200	5,400	5,600	6,000
720.23 Fund-Raising and Public Relations	2,095	6,800	7,200	7,400	7,800	8,200
720.24 Representation and Entertainment	8,413	16,200	17,000	17,800	18,800	19,600
720.25 Professional Services	-	13,600	14,200	14,200	15,000	15,600
720.26 Clearing House and Professional Publications	-	800	800	800	800	1,000
720.27 Insurance	675	1,600	1,600	1,800	1,800	2,000
720.28 Miscellaneous	-	800	800	800	800	800
Subtotal	206,296	373,494	385,330	396,954	410,093	423,843
TOTAL	209,196	467,894	392,930	404,854	418,093	432,143

Note: USD 1 = THB 34.5

**SEAMEO RIHED Special Funds Budget
for the 5th Five-Year Development Plan**

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Current Year Budget (USD)The 5th Five-Year Development Plan					
Special Funds						
730.31 Training and research scholarships	29,678	65,600	135,800	142,400	149,200	156,600
730.32 Governing Board Meeting	7,001	10,600	22,200	23,200	24,000	25,200
730.33 Seminars and Conferences	-	28,500	58,600	61,600	64,400	67,800
730.34 Personnel Exchanges	-	7,800	8,200	8,600	9,000	9,400
TOTAL	36,679	112,500	224,800	235,800	246,600	259,000

Note: USD 1 = THB 34.5

SEAMEO RIHED Historical Timeline (Annex I)

1959	The Regional Institute of Higher Education and Development (RIHED) was conceived jointly by UNESCO and the International Association of Universities (IAU) in collaboration with the Ford Foundation
1970	RIHED was officially founded in Singapore in July with seven Member States, namely, Indonesia, Cambodia, Lao PDR, Malaysia, Singapore, Thailand and Vietnam
1985	A decision was reached by the RIHED Governing Board to reconstitute RIHED under the umbrella of the Southeast Asian Ministers of Education Organization (SEAMEO) and have its temporary Office in Thailand
1992	Action for the transition of RIHED to join SEAMEO since 1985 in coordinating with SEAMEO Secretariat and by obtaining approval from the Thai Government to host RIHED under the umbrella of SEAMEO on 17 March
1993	On 15 February at the 26th SEAMEO Council Conference, RIHED was officially instituted as the SEAMEO Centre. It is now known as the Regional Centre for Higher Education and Development, but retained its original acronym of RIHED. Preparation for Interim Period began from 1 July 1993 to June 1994. The First SEAMEO RIHED Interim Governing Board Meeting was held in Bangkok, Thailand on 9-11 November. Dr. Chantavit Sujatanond was appointed as Acting Interim Centre Director.
1994	The Enabling Instrument of SEAMEO RIHED was signed by the SEAMEC President in 3 February. SEAMEO RIHED began its first-year operation of the Interim Period (1994-1997) on 1 July and the Second SEAMEO RIHED Governing Board Meeting was held in Ayuttaya, Thailand on 15-17 August. Assoc. Prof. Dr. Tong-In Wongsothorn was appointed as Interim Centre Director.
1995	The Memorandum of Understanding (MoU) was signed by the Minister of Foreign Affairs, M.R. Kasem S. Kasemsri and Dr. Ashari bin Che Mat, Director of SEAMES on 28 August. According to the MoU, the Thai Government recognised the legal status of SEAMEO RIHED, and agreed to provide the Centre Seat at no cost to SEAMEO and to be responsible for the capital and operating costs of the Centre. SEAMEO, through SEAMES, undertook to raise the Special Funds for the implementation of the approved programmes and activities of the Centre.
1996	FY 1996/1997 was the final year of SEAMEO RIHED's Interim Period. As such and with the legality of RIHED recognised, RIHED was prepared to embark on its First Five-Year plan beginning July 1997. Assoc. Prof. Dr. Tong-In Wongsothorn was appointed as Centre Director.
1997	The First Five-Year Development Plan (1 July 1997 - 30 June 2002) began its operation
1998	Dr. Padoongchart Suwanawongse was appointed as Centre Director.
2001	The 9th SEAMEO RIHED Governing Board Meeting on 24-25 August in Vientiane, Lao PDR approved the Second Five-Year Development Plan (1 July 2002 – 30 June 2007)
2002	Second Five-Year Development Plan was approved at the 37 th SEAMEO Council Conference from 13-15 March in Chiang Mai, Thailand
2005	The initiation of the First Meeting of Directors General/Secretary General/Commissioner on Higher Education (DGs/SG/CHE) convened on 5-6 December in Kuala Lumpur, Malaysia. The meeting was renamed to Southeast Asian Higher Education Senior Officials Meeting (SEA-HiEd SOM) and was acknowledged during the 24th

	Governing Board Meeting in Siem Reap, Cambodia on 13-15 September 2016. The new name was used for the 11 th SEA-HiEd SOM held on 4-5 April 2017 in Manila, Philippines. Prof. Dr. Supachai Yavaprabhas was appointed as Centre Director.
2006	The Third Five-Year Development Plan (1 July 2007 – 30 June 2012) was approved at the 14 th SEAMEO RIHED Governing Board Meeting from 28-29 September in Phnom Penh, Cambodia
2007	The Third Five-Year Development Plan was approved at the 42 nd SEAMEO Council Conference from 13-15 March in Bali, Indonesia
2008	SEAMEO RIHED's proposal on "A Framework for Regional Integration in Higher Education in Southeast Asia: The Road towards a Common Space" was approved by the 43rd SEAMEO Council Conference, held on 13-15 March 2008 in Kuala Lumpur, Malaysia. The proposal was also approved at the 16 th SEAMEO RIHED Governing Board Meeting on 13-14 October 2008, in Luang Prabang, Lao PDR.
2010	Launching of Malaysia-Indonesia-Thailand (M-I-T) Student Mobility Programme, which was later renamed in 2012 as the ASEAN International Mobility for Students (AIMS) Programme. As of 2016, the Programme expanded to include 6 Southeast Asian Countries plus Japan and the Republic of Korea
2011	The Fourth Five-Year Development Plan (1 July 2012 – 30 June 2017) was approved at the 19th SEAMEO RIHED Governing Board Meeting on 15-16 September at Mandalay, Myanmar. The ASEAN Quality Assurance Network (AQAN) constitution was adopted in the 2011 AQAN Seminar and Roundtable Meeting held on 5-6 October in Bandar Seri Begawan, Brunei Darussalam. Assoc. Prof. Dr. Sauwakon Ratanawijitrasin was appointed as Centre Director.
2012	The Fourth Five-Year Development Plan was approved ad-referendum in May during non-SEAMEC year
2014	Launching of ASEAN-China Network for Cooperation and Exchanges among Engineering and Technology Universities (ACNET-EngTech) (SEAMEO RIHED in cooperation with the ASEAN-China Centre)
2015	Launching of the Academic Credit Transfer Framework for Asia (ACTFA) Project and the Greater Mekong Subregion University Consortium (GMS-UC). Dr. Chantavit Sujatanond was appointed as Centre Director.
2017	Launching of ASEAN-China Arts Colleges Alliance (ACACA) (SEAMEO RIHED in cooperation with the ASEAN-China Centre)



**ENABLING INSTRUMENT OF THE
SOUTHEAST ASIAN MINISTERS OF EDUCATION ORGANIZATION
REGIONAL CENTRE FOR HIGHER EDUCATION AND DEVELOPMENT
(SEAMEO RIHED)**

**ENABLING INSTRUMENT OF
THE SOUTHEAST ASIAN MINISTERS OF EDUCATION ORGANIZATION
REGIONAL CENTRE FOR HIGHER EDUCATION AND DEVELOPMENT (SEAMEO RIHED)**

PREAMBLE

WHEREAS, in accordance with Article IV (10) of the Charter of the Southeast Asian Ministers of Education Organisation (hereinafter referred to as the Organisation), the Council of the Organisation (hereinafter referred to as the Council), at its twenty eighth conference in Singapore on 15 February 1993, approved the admission of the Regional Institute of Higher Education and Development (RIHED) as a new SEAMEO Regional Centre to be located in Bangkok, Thailand.

NOW, THEREFORE, the Council has adopted this Enabling Instrument, which is the sole source of the authority and rights of this branch of the Organisation.

**ARTICLE I
DEFINITIONS**

In this Enabling Instrument, unless the context otherwise requires:

1. "Centre" means the SEAMEO Regional Centre for Higher Education and Development;
2. "Board" means the Governing Board of the Centre;
3. "Member State" means any State which a member of the Organisation;
4. "SEAMES" means the Southeast Asian Ministers of Education Organisation Secretariat;
5. "Charter" refers to the Charter of the Southeast Asian Ministers of Education Organisation;
6. "Associate Member" means Associate Member of the Southeast Asian Ministers of Education Organisation;
7. "Affiliate Member" means any organisation or agency which has been admitted as such by the Council in accordance with Article II of the Charter.

**ARTICLE II
OBJECTIVES**

The objectives of the Centre are:

1. To assist the Member States in fostering efficiency and effectiveness of higher education in their respective countries, with a focus on policy and planning processes, administrative and management systems through professional training and policy-oriented research, taking into consideration the special needs and pressing problems together with the cultural factors of individual Member States for integrated human resource development;

2. To serve as the regional centre and clearing-house for higher education information and documentation, promoting the exchange and dissemination of information and research findings on higher education planning and management, both within and outside the region;
3. To promote collaboration among Member States for establishing institutional linkages, and to assist their co-operation for the strengthening of institution building and development.

ARTICLE III RELATIONSHIP WITH THE COUNCIL

1. The Centre is a subordinate body of the Organisation.
2. Authority is hereby given by the Council to the Centre to carry out its objectives as stated in Article II.
3. Anything done or made by the Centre shall be deemed to have been done or made on behalf of the Organisation.
4. Notwithstanding the Provision in paragraph 2 of this Article, the Council reserves the right:
 - (a) To control the policy and administration of the Centre;
 - (b) To alter, amend, or modify this Enabling Instrument;
 - (c) To review the decisions of the Board; and
 - (d) To denounce or ratify any ultravires decisions or transactions made by the Board or the Centre.

ARTICLE IV RELATIONSHIP WITH SEAMES AND OTHER CENTRES

1. The Centre shall co-operate closely with SEAMES in fund-raising effort and other matters as stipulated in the Charter; and
2. The Centre may initiate inter-Centre Programmes and activities, with the co-operation of SEAMES when necessary.

ARTICLE V ASSOCIATE AND AFFILIATE MEMBERS OF THE ORGANISATION

1. An Associate and Affiliate Member may participate in the Programmes of the Centre subject to the rules and regulations promulgated by the Council; and
2. An Associate and Affiliate Member shall have the right to send representative to the Governing Board meeting and participate in its proceeding but shall have no voting rights.

ARTICLE VI ORGANISATION OF THE CENTRE

The Centre shall have a Board, a Centre Director, and such other officers, and professional staff as may be considered necessary by the Board.

ARTICLE VII
THE BOARD

1. The Minister of Education of each Member State shall be entitled to nominate a representative who will be appointed by the President of the Council as Member of the Board.
2. Each member of the Board shall be appointed to serve for a term of three years, and will be eligible for reappointment.
3. A member of the Board may be released or removed from office before the end of his or her term by the President of the Council only at the request of the Minister of Education of his or her country.
4. The vacancy according to the provision in paragraph 3 of this Article or because of death shall be filled in accordance with the provision in paragraph 1 of this Article, and the successor shall serve for the unexpired term of the predecessor.
5. In place of a member of the Board who is unable to attend a board meeting, the Minister of Education of his or her country may designate any person to attend that meeting by notice in writing to the Director of SEAMES and the Centre Director. Such designated alternate shall have the right to vote and discharge all the duties of the member he or she represents, except that he or she shall not exercise the functions of Chairperson or Vice-Chairperson, as the case may be, unless elected to do so at the meeting of the Board.
6. The Centre Director and the Director of SEAMES or his or her representative shall be ex-officio members of the Board and shall have no voting rights.
7. Any member of the Board may bring one advisor to the meetings of the Board. Such advisor shall have no voting right. Expenses incidental to his or her attendance shall be the borne by his or her government.
8. The Board shall meet annually in ordinary session, and it may meet in extraordinary session at the request of the chairperson of the Board, the Centre Director, one third of its members, or the Director of SEAMES.
9. The meetings of the Board shall be held at the Centre unless the Board decides otherwise.
10. The quorum for any meeting of the Board shall be two-thirds of its Member States.
11. Each member of the Board, including the Chairperson, shall have one vote, and any decision of the Board shall be made by a simple majority of votes of the members present and voting. In the event of tied votes, the chairperson shall have an addition casting vote.
12. Should a decision by the Board be required at any time other than during its meeting, the Centre Director, after prior consultation with the Chairperson of the Board, may submit the matter in writing to all members of the Board, and the approval in writing by a simple majority of the members shall constitute an approval as in the case of a decision made by the Board at a meeting.
13. The Chairperson and Vice-Chairperson of the Board shall be elected by its members in accordance with the rules of procedure to be adopted by the Board.
14. Each Member State is expected to organize a National Committee or similar body to provide counsel to its country representative to the Board.

ARTICLE VIII POWERS AND FUNCTIONS OF THE BOARD

The Board shall have the following powers and functions:

1. to determine policies for the operation of the Centre;
2. to review and approve budgets and programmes of activities of the Centre within the framework of the five-year plan as approved by the Council;
3. to control the accounts of the Centre;
4. to make annual evaluations and reviews of the Centre's programmes and budgets, and to recommend, for the Council's consideration, appropriate changes in the approved five-year plan as may be necessary;
5. to approve the nomination of the Centre Director;
6. to approve the terms and conditions of service of the staff of the Centre;
7. to review and approve the annual report of the Centre before submission to the Council;
8. to make by laws, rules and regulations consistent with the provisions of this Enabling Instrument and the Charter of the Organisation;
9. to delegate, from time to time, to the Chairperson or the Centre Director such functions, duties, and powers as the Board deems necessary; and
10. to perform other duties necessary or incidental to the proper exercise of the above-mentioned functions.

ARTICLE IX CENTRE DIRECTOR

1. The Centre Director is the legal representative of the Centre and the chief administrative officer and shall be responsible for carrying out the approved programmes and activities under the direction of the Board.
2. The Centre Director shall be nominated by the Minister of Education of Thailand and approved by the Governing Board, and formally appointed by the President of the Council.
3. The Centre Director shall serve a term of three years and will be eligible for reappointment in accordance with the provision in paragraph 2 of this Article.
4. Without prejudice to the right of the Council to act on its own initiative, the release or removal of the Centre Director before the end of his or her term may be made by the President of the Council either at the request of the Minister of University Affairs Education of Thailand and the Board, or at the request of the Board with the endorsement of the Ministers of Education and University Affairs of Thailand.
5. The Vacancy according to the provision in paragraph 4 of this Article or because of death shall be filled in accordance with the provision in paragraph 2 of this Article.
6. In the event of any interim vacancy of the office of the Centre Director, the Chairperson of the board, after consultation with the Minister of Education of Thailand and the Minister of University Affairs of Thailand, will designate an officer of the Centre to perform the functions of the Centre Director.

7. In the temporary absence of the Centre Director, he or she may appoint any officer to act on his or her behalf.
8. The Centre Director shall appoint officers and employees according to the procedure and the terms and conditions laid down by the Board.
9. The Centre Director shall prepare an annual report of the Centre for the approval of the Board before submission to the Council through SEAMES.

ARTICLE X BUDGET

In accordance with the requirements of the SEAMEO Financial Operation Manual (hereinafter referred to as the FOM), and within the framework of the five-year plan as approved by the Council, the Centre Director shall prepare budgets for approval by the Board before submission to the Council through SEAMES.

ARTICLE XI ACCOUNT AND AUDIT

1. Funds for the Centre shall be deposited in a reputable bank in the account of “The SEAMEO Regional Centre for Higher Education and Development” (hereinafter referred to as “the Account”).
2. The Account shall be operated by the Centre Director under the control of the Board in accordance with the FOM.
3. The Account shall be audited by a firm of auditors to be engaged by the Centre Director with the approval of the Board.

ARTICLE XII LEGAL STATUS OF THE CENTRE

1. The Centre, on behalf of the Organisation, derives its juridical personality from the Charter and shall possess full capacity;
 - (a) to contract;
 - (b) to acquire, and dispose of, movable and immovable property; and
 - (c) to institute legal proceedings.
2. The Centre, as subordinate body of the Organisation and on behalf of the Organisation, shall enjoy in the territory of each of the Member States such privileges and immunities as are necessary for the fulfillment of its objectives.
3. The Centre, as a subordinate body of the Organisation and on behalf of the Organisation, shall have the necessary power to carry out activities for the fulfillment of its objectives as required in each of the member states.

**ARTICLE XIII
AMENDMENT**

1. Any proposal for amendment of this Enabling Instrument shall be submitted by the Centre Director to the Board three months before the Board meets, except in exceptional circumstances when the Centre Director may submit the proposal to the Board on month before the Board meets.
2. Any amendment to this Enabling Instrument shall be made by a two thirds majority of votes of the members of the Board, and shall come into force upon adoption by the Council.

**ARTICLE XIV
INTERPRETATION**


Any question or dispute concerning the interpretation of any provision of this Enabling Instrument shall be settled by the Board, without prejudice to the right of the Council to review the ruling by the Board.

**ARTICLE XV
TRANSITIONAL PROVISIONS**

1. Anything done or made by the Task Force created by the Ministry of University Affairs of Thailand on behalf of the Centre before the inception of the Board shall be deemed to have been done or made by the Board and shall be binding on the Centre.
2. Anything done or made by the Board on behalf of the Centre before the adoption of this Enabling Instrument by the Council shall be binding on the Centre and the Organisation.

**ARTICLE XVI
ENTRY INTO FORCE**

This Enabling Instrument come into force upon adoption by the Council.
Approved and adopted by the Council on this of 3rd February 1994.

(Signed) 
.....
President of the Council

**“AMENDMENT INFO”
SEAMEO RIHED**

**ARTICLE IX
CENTRE DIRECTOR**

Amended 2013: The 47th SEAMEO Council Conference, 19-21 March 2013, Hanoi, Vietnam approved the amendment to Article IX, Section 2 in the SEAMEO RIHED Enabling Instrument regarding the selection of its Centre Director. The amendment was approved during the 20th SEAMEO RIHED Governing Board Meeting, 21-22 September 2012, Manila, Philippines, and endorsed during the 35th SEAMO High Officials Meeting, 27-30 November 2012, Bangkok, Thailand. The original text read as follow:

2. The Centre Director shall be nominated by the Governing Board and approved by the Minister of University Affairs of Thailand, and the Minister of Education of Thailand, and formally appointed by the President of the Council.



**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE SOUTHEAST ASIAN MINISTERS OF EDUCATION ORGANIZATION
AND
THE GOVERNMENT OF THAILAND
CONCERNING
THE SEAMEO REGIONAL CENTRE FOR HIGHER EDUCATION AND DEVELOPMENT
(SEAMEO RIHED)**

The Government of Thailand, hereinafter called “the Government”, and the Southeast Asian Ministers of Education Organization, hereinafter called “SEAMEO”,

Noting the resolution of the Southeast Asian Ministers of Education Council, hereinafter called “SEAMEC”, at its twenty eighth conference in Singapore in February 1993 to admit the Institute of Higher Education and Development as a SEAMEO Regional Centre, and in view of the willingness of the Government to host the SEAMEO Regional Centre for Higher Education and Development,

Have agreed as follows:

ARTICLE 1

In this Memorandum of Understanding, unless the context otherwise requires:

- (a) “Agreement” means the Agreement between the Government of Thailand and the Southeast Asian Ministers of Education Organization regarding the Headquarters of the Southeast Asian Ministers of Education Organization in Thailand, signed on 9 October 1970 at Bangkok;
- (b) “SEAMES” means the Southeast Asian Ministers of Education Secretariat, which is the Headquarters in the context of the Agreement;
- (c) “Centre” means the SEAMEO Regional Centre for Higher Education and Development;
- (d) “Centre Seat” means the premises occupied by the Centre; and
- (e) “Centre Director” means the Director of the Centre and during his or her absence from duty, the officer acting on his or her behalf.

ARTICLE 2

LEGAL STATUS OF THE CENTRE

The Government recognizes the Centre as a subordinate body of SEAMEO. The Centre, on behalf of SEAMEO, shall possess, as authorized by SEAMEO in the Enabling Instrument of the SEAMEO Regional Centre for Higher Education and Development the capacity:

- (a) to contract;
- (b) to acquire and dispose of movable and immovable property; and
- (c) to institute legal proceedings.

ARTICLE 3

CENTRE

- 1) The Government agrees to provide the Centre Seat at no cost to SEAMEO.
- 2) The provisions of Article 2 (b) of the Agreement apply to the maintenance of the Centre Seat.

ARTICLE 4 FUNDING OF THE CENTRE

In keeping with the funding scheme of SEAMEO Regional Centres adopted by SEAMEC:

- (a) The Government agrees to underwrite the capital and operating costs of the Centre, without prejudice to its seeking contributions from third parties to meet its obligations;
- (b) SEAMEO, through SEAMES, undertakes to raise the Special Funds for the implementation of the approved programmes and activities of Centre;
- (c) The extent and details of funding commitments of the Government and SEAMEO will be worked out and set forth in a separate memorandum of agreement on operation and funding of the Centre based on the programmes and activities of each development plan of the Centre to be approved by SEAMEC.

ARTICLE 5

This Memorandum of Understanding shall enter into force on the date of signature thereof and shall remain in force until its termination by either Party giving a notice in writing at least six months in advance to other Party.

IN WITNESS WHEREOF the undersigned, duly authorized representatives of the Government and SEAMEO have signed this Memorandum of Understanding.

DONE in duplicate in the English language, at Bangkok on the 28th of August in the ONE THOUSAND NINE HUNDRED AND NINETY-FIFTH YEAR OF THE CHRISTIAN ERA, corresponding to the TWO THOUSAND FIVE HUNDRED AND THIRTY-EIGHTH YEAR OF THE BUDDHIST ERA.

FOR SEAMEO

Dr. 

(Ashari bin Che Mat)
Director of SEAMES

FOR THE GOVERNMENT OF THAILAND



(Kasem S. Kasemsri)
Minister of Foreign Affairs, Thailand

The Fifth Five-Year Development Plan

FY 2017/2018 - FY 2021/2022

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