



Mekong Connection

Newsletter of the Mekong Institute

ISBN : 0859-7006

May - December 2003



Message from the Director

June 18, 2003 was a momentous day for the Mekong Institute, for on that day MI became a regional organisation fully governed by the six GMS Governments. Over the previous ten days Ministers of each of the GMS countries had signed the Mekong Institute Charter, then on June 18, the sixth and final signature was affixed – thus bringing the Charter into force and heralding MI’s new status as a GMS regional organisation. As all six GMS Foreign Ministers were in Phnom Penh on June 18, to attend the ASEAN Regional Forum Ministerial Meeting, a special ceremony was arranged to announce the Institute’s new status and to display the Charter to assembled ASEAN Ministers, officials and media representatives. The event received significant coverage in the GMS media in the days following the launch.

Speaking at the launch ceremony in Phnom Penh, Thai Foreign Minister HE Dr Surakiart Sathirathai praised the Institute for the “crucial role it has played in providing capacity building and laying a solid foundation for human resource development in the Greater Mekong Subregion” and expressed his confidence that MI would continue to play a key role as a research and training centre, helping to promote sustainable growth and development in the GMS. Cambodia’s Foreign Minister, HE Mr Hor Namhong, “heartily welcomed the transformation of the Mekong Institute into an independent and regional institution. Being truly regional means working together with and in support of these development programs. It means encouraging not only the riparian countries but all ASEAN states and others in the international community to participate in the Institute’s work, lending their knowledge and expertise, sharing their resources, and extending other forms of support. For our own sake, I wish the Mekong Institute success in its new status.”

Following the entry into force of the new Charter, a special meeting of the MI Council was held on 5 August. This meeting appointed Mr Tej Bunnag, Permanent Secretary of the Ministry of Foreign Affairs of Thailand, as its Chairman. It also invited five additional individuals

and organisations to join the new Council for an initial term of three years.

My own term as Director of the Mekong Institute expires on 21 August and I depart confident that MI’s new status will enable it to better fulfil its mandate to foster regional cooperation and development in the GMS. The transformation will assist MI’s financial sustainability by placing the onus on all six GMS Governments to assume a more active part in determining MI’s role in GMS capacity building. Development partners, both multilateral and bilateral, stand ready to provide financial and technical support to human resource development in the GMS, but they look to the Governments of the region to establish and prioritise their own regional development agenda. MI management has been working particularly closely with key officials in the ADB’s Mekong Department in recent months in an effort to align MI’s training program more closely with the GMS program and its flagship projects. The first regional training needs analysis study commissioned by MI and supported by the ADB will be completed in September and is expected to greatly assist the process of prioritising regional training needs in the areas of development management, change management and poverty alleviation.

May I take this opportunity to thank all readers for the support which you have shown MI, and me personally, during my tenure as MI’s Director. It has been a privilege and an honour to act as the Institute’s CEO during this period of rapid change and reorientation. I firmly believe that the new regional and independent MI has an outstanding future “making a difference” in the GMS. I wish all MI’s alumni, staff, Council and Steering Committee members and the vast array of other stakeholders in MI a successful and sustainable future.



Yan Flint

Since August 2000 – August 2003



Press Release : GMS Foreign Ministry Launch New Regional Training Organization



The Foreign Ministers of the six Greater Mekong Sub-region countries today welcomed the Mekong Institute's transition to regional organisation status at a special ceremony in Phnom Penh.

The Foreign Ministers of Cambodia, China, Lao PDR, Myanmar, Thailand and Viet Nam praised the work of the Mekong Institute as the only regional training institute dedicated to sustainable economic and social development and poverty alleviation in the Greater Mekong Sub-region (GMS). The launch of the Mekong Institute as a regional organisation follows the signing of the Institute's new charter by six GMS governments. This charter established the Mekong Institute as a "non profit, autonomous organisation, international in status and non political in management, staffing and operating".

The Mekong Institute has trained more than 1,200 mid to senior level officials and managers from the GMS since it opened in 1997. For the past six years the Institute has operated as part of Khon Kaen University in Northeastern Thailand. Its new status as an international organization will enable it to better fulfill its mandate to foster regional cooperation and development in the Greater Mekong Sub-region through providing training in economics, management, good governance and public sector reform.

The Mekong Institute is governed by a Council of representatives of six GMS governments. Training courses at the Institute have been funded by the New Zealand and Japanese Governments, the ADB, the UNDP and other multilateral and bilateral development assistance agencies. The Institute welcomes new development partners interested in providing capacity building support to the GMS. The Institute will continue to use its purpose-built residential training center at Khon Kaen University in Thailand as its base, but expects to provide more courses in the other GMS countries in cooperation with GMS universities and other institutes.

Enron Scandal: Lesson on Corporate Governance Promotion in the GMS Countries

Christopher Gan

Introduction

The recent corporate fraud and scandals such as US corporate energy giant Enron have created unprecedented skepticism about the credibility of the competitive market system. Enron was an outstanding company with a worldwide network and assets of over USD70 billion. The collapse exposed Enron successes as corporate hoax and a “perennial gale of creative destruction” without market discipline. As the company filed for bankruptcy, shareholders stand to lose over USD50 billion of their investment. Enron’s collapse further lends greater credence to the belief that the market system is inherently corrupt and hostile. Credibility and trust is vital to a competitive market system but widespread greed overwhelmed the system because there were no countervailing forces to keep it in check.

The collapse of Enron and other corporate giants such as Worldcom shared a common dishonest corporate culture – explosive growth supported by innovative structured finance (also known as securitisation) passing along their credit risks to others without proper disclosure of the obligations (Timmons, September 2, 2002). Enron companies’ executives manipulated the markets and misled the public and their employees about their company’s debt and stock earning prospects. They put their self-interests above those of their clients and employees fueling a furry of anticorporate environment.

The Enron scandal disillusioned and dismayed investors and the public with the market system. The industry has continuously resisted calls for corporate governance change, even in the face of repeated corporate corruption because of the “entrepreneurial culture”. Unless the competitive market strives to develop ethics and good governance practices among business professionals, corporate frauds will be repeated many times. The emphasis should be on the

business rather than individual achievements. Shareholders should also be equally responsible for any corporate scandals or corruption. Some shareholders want wealth preservation while others want wealth creation. Thus executives focus on taking care of squabbling shareholders instead of managing the business ethically and professionally.

Enron operated in a culture where contractual rights were protected, where there was a system of recognition of rights, and where companies did have a set of rules and regulations that were understandable and enforceable. So why did Enron collapse? Was it the failure of the market system? The market system depends on the flow of credible information – transparent and reliable reports prepared by executives and independent boards certified by auditors who adhere to the accounting professionalism and free of conflict of interests. It is the undisciplined and get-rich-quick corporate culture where the regulatory framework was corrupted and with corporate giant’s “I-dare-you-to-stop-me” philosophy.

The Competitive Market System

Why do investors suddenly despise the market system? Why do they, while enjoying the fruits of the market, advocates for more state intervention? Proponents of free market enterprise argue that competition and self-policing produce the best results while regulations retard growth. It takes lawmakers about seven years to get rules drafted and implemented, and it takes investors about seven minutes to figure out a way around. Then it is tempting to shift the blame to the market but, this runs the risk of ignoring lessons that could be learned from corporate fraud and corruption. Confidence in the markets is built up gradually but can be shattered without warning. The problem with the market system is not the pursuit of wealth, but the inappropriate mechanisms and behaviors in pursuing that wealth.



The collapse of Enron had nothing to do with the market system being evil. Enron created its own downfall through a series of fraudulent accounting practices and disclosures. The Enron scandal occurred in a system in which all of the emphasis was on after-the-fact enforcement. Accounting procedures were manipulated, and self-policing becomes self-interest and self-aggrandizement (McNamme, December. 24, 2001). It sends tremors to investors worldwide about the honesty and integrity of the corporate cultures and undermines the transparency on which efficient markets depend. Off-balance sheeting and financial engineering became the ultimate methods to boost earnings and stock prices and discipline accounting practices are replaced by idiosyncratic measures (Nussbaum, January 28, 2002). It has enriched insiders and inflated Enron's earnings by almost \$1 billion. Such activities go against the free-market principles.

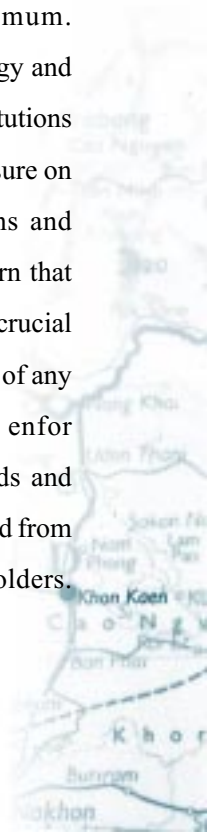
The Enron Scandal Stirring Up Good Governance Issues in GMS Countries

What lessons can the GMS countries learn from the Enron scandal? How can private companies, led by executives who are well paid, emphasize trust, integrity and accountability? Fundamentally, the market system depends on investor confidences in the financial market. There is a strong urgency for markets to shape up their governance rules as the market system is in peril. This includes more disclosure of off-balance sheet financing, transparent accounting policies and reports, and management informing investors about their stocks' health. Investors want a timely and value-added disclosure. Industry regulators in the GMS region need to be more proactive in promoting good corporate governance while preventing corporate scandals.

The Enron scandal has boosted public awareness of the critical need for good corporate governance. Good corporate governance is now widely accepted as a prerequisite for establishing an attractive investment climate characterised by transparency, accountability and market discipline. In addition, all market participants and stakeholders must be more discriminating in their approaches to risk management.

Today's competitive markets work on the principle that over the long term, the most efficient, cost effective, productive and transparent companies rise to the top. Every government should be committed to zero tolerance against corruption and corporate fraud. The Enron scandal and Asian crisis should serve as reminders to GMS countries that poor governance can multiply the adverse effects of economic shocks and cost consumers, companies and ultimately taxpayers hundreds of billions of dollar.

The GMS government and lawmakers have to ensure that the rules and legislative mechanism contribute to improving corporate governance in practices. Laws, regulations and other formal corporate governance standards should be revamped to punish offenders to the maximum. This requires a cohesive and comprehensive strategy and cooperation from the corporate firms, financial institutions and governments. Investors should also exert pressure on companies to reveal more about their operations and financial health. Company executives have to learn that trust, integrity and accountability do matter and are crucial to sustaining private sector growth. The credibility of any corporate governance framework rests on its enforceability and compliance to international standards and practices. Minority shareholders should be protected from exploitation by insiders and controlling shareholders.



Conclusions

Good corporate governance has become a global issue and GMS business operators can not deny it if they want to sell their products and services overseas or attract foreign direct investment. Good corporate governance issues are likely to be cited as barriers affecting international trade, and GMS countries cannot afford to ignore the current trend. The complexities and risk of the capital market and the severe punishment it imposes on imprudent behavior suggest that the markets will continue to be volatile, that risk will not be completely removed, and that financial crises will continue as threats in the future. This should serve as a warning to GMS business participants to behave in a disciplined manner and to improve risk-management practices.

The collapse of Enron brought to light major deficiencies in the value of good corporate governance. In many cases, it became apparent that CEOs and management have abused their power for personal financial gains at the expense of shareholders. The Enron scandals should challenge GMS business leaders and controlling shareholders to rethink their relationships with their companies and to acknowledge their corporate social responsibility to minority shareholders and the community at large. Both the public and private sector institutions need to continue to foster the value of good corporate governance among companies' directors and shareholders.

The challenge is for GMS policy makers to develop a strong and effective regulatory and supervisory framework for financial institutions with the likelihood of gaining credibility in the international financial markets. This also requires policy measures to restructure the corporate sector and untangle

the solvent firms from the insolvent, and to stabilize and rehabilitate viable firms. Banks and market participants should take a more precautionary financial leveraged approach in maximizing their wealth given the inherent global financial risks.

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Mekong Institute Co-sponsors a Training Needs Analysis Study of Senior and Middle-level Personnel Working in the GMS

John Askwith

Over the last three months a study team has been surveying the training needs of senior and middle-level officials working in government ministries, state-owned enterprises (SOEs), small-medium business enterprises (SMEs), non-government organizations (NGOs), international non-government organizations, and training providers and donors. Two of the study team members used to work at Mekong Institute: John Askwith, former Course Director and Jeff Howe who was the Strategic Management Adviser, when many MI Alumni attended their courses. John now works as a consultant and Jeff is the Director of International Projects at Victoria University in New Zealand. The study team leader is Geoff Mills from Polytechs International New Zealand and the other member of the team is Harry Abrillo, the Asian Development Bank (ADB) consultant.

Mekong Institute (MI), the New Zealand Agency for International Development (NZ AID) and (ADB) have jointly funded this study, in association with the Greater Mekong Subregion Tertiary Education Consortium, to provide a better understanding of the priority training needs of people living and working in the public, non-governmental and business sectors of the six GMS countries.

The groups jointly sponsoring the training need analysis (TNA) study have different interests for doing so. NZ AID sees the study as a vehicle that can provide a solid basis for defining the future role of MI in meeting the Human Resource Development (HRD) needs of the GMS countries, as defined by the MI mission statement and goals. ADB's interest is to help determine the training needs of senior and middle-level management in the public sector of the GMS countries as part of the Phnom Penh Plan (PPP) and how such needs may be addressed in the future. GMSTEC is interested in opportunities to provide long-term training courses for the GMS.

Background to the Training Needs Analysis Study

Socio-economic development of the GMS countries – Cambodia, Lao People's Democratic Republic, Myanmar, Vietnam, Thailand and the People's Republic of China (Yunnan Province) is essential if poverty is to be reduced and the quality of life for GMS people improved.

Bilateral and multilateral donors are assisting the process of poverty reduction, economic growth, and social development in GMS countries with many programs and projects. Considerable progress, particularly in terms of infrastructure development, is being made but socio-economic development within individual countries is uneven. The potential benefits of shared experiences with counterparts from other GMS countries on growth, development and integration issues are not being fully realised.

All GMS countries are seeking to develop a position in the global economy. New investment and development of trade within a 'good governance' framework are essential requirements for economic growth. HRD limitations, particularly skill and knowledge gaps, have been identified by GMS countries and the donors as a major obstacle to growth and development. There are many reasons why this is the case. Although some country specific documented 'needs' from projects and programs are available, there has been no regional approach to assessing GMS training needs or to collating information in a manner that would be useful for GMS countries, donors and other agencies working in the Subregion.

Meeting country and regional HRD needs is a critical requirement for the success of any capacity building program aimed at socio-economic development and at facilitating changes to alleviate poverty. GMS Governments

and other agencies play a vital leadership role in promoting change and development. A critical mass of senior to middle-level officials with knowledge of economic, social and development processes, and appropriate technical and management skills, combined with exemplary behavioural skills, is required for ‘change’ to occur.

This Training Needs Analysis study attempts to bring together necessary data and support information for stakeholders in GMS countries to have a better understanding of country and regional HRD needs, to use when developing strategies and to integrate into capacity-building programs and projects.

Scope of the TNA Study

The goal of the TNA was:

“To identify the priority training needs required to improve development policy, planning, management and practices in the GMS region and to develop strategies to meet these training needs”

The TNA study had three objectives:

- Compile and analyse information from a survey of key people in selected key agencies in each GMS country to ascertain the development and management training needs of the organisations and the personnel working in the government, non government and business sectors.
- Compile and analyse information relating to the current HRD programs of bilateral and multilateral agencies and non-government organisations active in GMS countries, and conduct a survey of their HRD priorities and the kind of capacity building/ HRD programs for the GMS that are still not sufficiently met and which they would be willing to support financially.
- Develop a strategy to deliver the prioritised regional training needs of the GMS countries, either in

individual countries or together in a regional facility.

The key outputs of the TNA study are: (i) a database of survey and interview results that can be used by a broad range of stakeholders; (ii) an analysis of this information; and (iii) a recommended strategy and guidance information to assist MI in developing options for future training that respond to the priority training needs of key identified agencies in each GMS country.

How Has the Study Been Done?

Information and data for the study has been obtained in two main ways. In each GMS country the study team interviewed many senior and middle-level personnel working in government ministries and agencies, businesses, NGOs, training organisations and donor agencies. In addition, questionnaires in the national language of each country were distributed to officials in the government ministries and agencies. The MI Coordinating Agencies in each country arranged appointments for the study team with government ministries and agencies. The study team hired MI Alumni in each country to translate, distribute and collect the completed questionnaires and to arrange appointments with organisations other than the government ministries.

Also, the study team interviewed some MI Alumni, many of whom completed questionnaires. “It was great to meet up with many former MI Alumni friends and see their offices and even the desks they work at. Many of them had been promoted, some had moved to different ministries or agencies, some had returned from study abroad with Masters degrees and others are now working for the private sector rather than as a government official. And they were all so willing to help us.”



The completed questionnaires have been analysed by ADB in Manila and the results are being combined with the interview data to get a more complete picture of the priority training needs of each country and the Sub-region.

Workshop to Present the Initial Results of the TNA Study

The TNA study has shown that each GMS country has different needs and different priorities but there are many common needs that can best be met in a regional training environment. It has identified broad skill and knowledge gaps, with emphasis on senior to middle-level officials involved in planning and development work, including poverty alleviation planning and implementation, public sector reform, reform of organisations, public and private sector development, and public sector governance.

The study team presented its initial findings to an invited group of stakeholders, including senior GMS government officials and donors, in a workshop at MI on 4-5 September. While the list of priority topics is perhaps not surprising, there was lively discussion on the priorities identified for training in some areas, eg governance issues. Very useful comments were given to the study team and MI management.

The Next Step

The draft final report will be complete in early October. It will be sent to MI Coordinators for them to arrange for other government ministries and agencies to review and comment on the key findings. Any necessary changes to the report will be made. The final report will be published on the MI website and therefore will be an easily accessible resource for the Region.

John Askwith
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Alumni News

B9 (2001)

Mr Li Shen, from China, is currently pursuing Computer Science studies in Toronto, Canada. Good luck on your study!

Mr Yan Jiong, from China, has recently completed his Master Degree in Business Management from London, England and returned to Kunming.

B10 (2001)

Mr Pen Bunchhea, from Cambodia, received a one-year scholarship to study for Master Degree in Tokyo, Japan. He is studying Public Policy at National Graduate Institute for Policies Studies.

Eliminating Poverty Course (2002)

Ms Jinangoon Rojananan, from Thailand, attended the Development of Data System for the Production and Service Sector Planning Project. She visited Putrajaya, Cyberjaya, Multimedia Super Corridor Project, the Malaysian Palm Oil Board and the Golden Hope Plantations Berhad Carey Island.

Economies in Transition Course (2001)

Mr Vo Van Thuy, from Vietnam, has been promoted as secretary to the Vice Minister, Ministry of Trade. Congratulations on your promotion!

Project Management for Sustainable Development in the GMS Course (2003)

Mr Chhea Lay Hy, from Cambodia, is studying for a Master degree in Rural Development, Khon Kaen University, Thailand.

Trade Policy and Skills for the Greater Mekong Subregion Course (2001)

Mr Kea Than, from Cambodia, is studying a public policy course at National Graduate Institute for Policies Studies, Japan

Towards Eliminating Poverty in the Greater Mekong Subregion Course (2003)

Ms Tan Jing, from China, attended a workshop in Chiang Mai, Thailand from November 2 to 9, 2003. Hope you had a pleasant and productive time in Thailand.

MI News and Events

New MI Council Meets

A special meeting of the MI Council was held in Bangkok on 5 August 2003. It was attended by the designated representatives of the six GMS governments. This special meeting appointed Mr Tej Bunnag (Thailand) as the Chairman of the Council for the next two years. Vietnam's representative will be Vice Chairman. The meeting also agreed to invite five additional members to the new Council – two representing GMS universities, two representing donor stakeholders in MI and one representing the business community and MI Director as a non-voting member. The first full meeting of the new MI Council will be held in late November, in Yangon, Myanmar.



New Chairman of the MI Council

Mr. Tej Bunnag, Permanent Secretary of the Thai Ministry of Foreign Affairs, was appointed Chairman of the MI Council which governs the Mekong Institute, in accordance with the MI Charter which entered into force on 18 June 2003. Mr Tej Bunnag is the appointed representative of the Royal Thai Government on the new Council.

Mr. Tej Bunnag, is a career diplomat whose previous postings include Jakarta, Beijing, Geneva and Washington.

MI Chairman then, Dr. Amnuay Virawan hosts a luncheon to mark the visit of the Permanent Secretary of the Thai Ministry of Foreign Affairs, Mr. Tej Bunnag, to MI on 26 May 2003.



Council Meeting at MI on 6 June 2003. This was the MI's last meeting before its transformation to a regional organization.

MI Council members (seated) joined staff at the dinner held on 6 June to mark the retirement of Dr. Amnuay Virawan as chairman of the MI Council.





UNDP's Deputy Resident Representative in Thailand, Mr. Hakan Bjorkman, presents participants with their certificates at the Closing Ceremony of the "Project Management for Sustainable Development in the GMS" Course on 13 June 2003.



The Israeli Ambassador, HE. Mr. Edward (Eddie) Shapira is welcomed to MI by Administration Director Ms. Juraiporn Udomsiri and other MI staff on 19 June 2003.



MI Staff and participants in the "Attracting Foreign Investment to the GMS" Course enjoyed activities during the farewell party held at the Sofitel Hotel, Khon Kaen, on 27 June 2003.



Dr. Liu Dachang, the Academic Director, Ms. Jura Udomsiri, Administration Director, and the MI staff welcomed Dr. Anake Topark-ngarm. Dr. Anake to the Directorship of MI on 1 October 2003.

Staff Change

- Mr. Erhard Floether, Course and Research Manager departed MI in August 2003.
- Ms. Jutamas Tongchareon, Course Administrator departed MI in September 2003. She is doing some research in Lao PDR before leaving for New Zealand for study.
- Mr. Peter Setter, Course and Research Manager departed MI in September 2003. He is running his own business.
- Mr. Yan Flint, the Director completed his contract with MI in August and now left for New Zealand.

New Staff

- Dr. Anake Topark-ngarm started his work as Director on 1 October, 2003.
- Ms. Thanaporn Chaisriha, joined MI as Co-Administrator on 22 September, 2003.



Mr. Masato Abe, Economic Affairs Officer, UNESCAP, speaks at the Opening Ceremony for the "Attracting Foreign Investment to the GMS" Course at MI on 16 June 2003.





Recent and Comming Courses

Project Management for GMS Sustainable Development

1– 26 March 2004

This is the fourth course of Mekong Institute (MI) on project management. The course is designed for project managers, project team leaders and other members, project/program officials or officers, and others who are interested in development project management in the GMS and other countries. The course aims at improving participants' knowledge and skills for managing development projects that advance the goals of developing countries; increasing their skills for project proposal development, presentation and computer use and internet search; and fostering a durable professional network among participants and contributing to regional cooperation in development project management. The course focuses on concepts, methods, tools and techniques related to project management. It is constructed along project life cycle and hence comprise 4 modules: "an introduction to project and project management", "project planning", "project implementation" (including project team building and management, project finance management, project risk management and project contract management), and "project monitoring and evaluation".

Poverty Reduction Strategy and Poverty Impact Evaluation

5 – 30 January 2004

This course aims at improving participants' knowledge and skills for poverty analysis, developing poverty reduction strategies and policies, planning antipoverty programs/projects and sectoral priorities - being able to look at these issues from perspective of the Asia Pacific region, of country and of smaller scope in the global context; and considerably improving their capacity to monitor poverty project performance and evaluate the effectiveness and impacts of poverty strategy, policies and programs.

Project Management for GMS Sustainable Development

24 November – 18 December 2003

This is MI's third course on project management, with the coverage of topics and category of target groups same as the fourth course. Thirty participants from the six GMS countries attended this course.

Private Sector Participation in GMS Growth and Development

29 September – 24 October 2003

This course was designed for middle and senior government officials, entrepreneurs, bankers and financial officers, development specialists, researchers and other academics, and others who are responsible for, engaged in, or interested in the development of the private sector. Twenty-eight participants from the six GMS countries attended the course. The course aimed at: i) enhancing participants' conceptual understanding of the main issues involved in developing the private sector and introducing them to the latest thinking and practices in the field; ii) raising their awareness of the importance of the private sector in growth and development, and of the range of strategy and priority areas for the development of the private sector with a focus on public-private partnerships and the development of small and medium enterprises; iii) enhancing their practical skills in diagnosing factors that affect private sector development, in designing and implementing feasible strategies for private sector growth and development in their respective countries, provinces, and sectors; and iv) providing participants a forum to exchange cross-country experiences and an opportunity to form durable networks of professional contacts.

Policy Interventions for GMS Poverty reduction

25 August – 19 September 2003

This is an advanced course on poverty reduction, designed for middle to senior government officials, researchers, development specialists and other academics and practitioners who are fighting poverty, especially in the GMS. Twenty-nine participants attended this course. The course aims at increasing participants' awareness of the range of policy interventions and advancing their knowledge and skills for developing strategies and policy interventions for poverty reduction and/or planning, implementing, monitoring and evaluating poverty reduction programs and projects at both the national and provincial levels.

What Participants Said about MI Courses

"I was appointed to the position as a consequence of my knowledge and skills that I reaped in the MI course".

"I also attended a two-day course on MDGs in Hanoi. It was the two-hour lecture by Guest Speaker Takayoshi Kusago about the same theme at MI which made it much easier for me to understand the Hanoi one".

Mr Pham Phu Thien, Vietnamese participant in the Towards Eliminating Poverty in the GMS Course

"I learned a lot about poverty reduction in it. It is very useful and helpful for me. I also like this training very much".

Ms Liu Mei, Chinese participant in the Policy Interventions for GMS Poverty Reduction Course

The views expressed in this newsletter are those of the individual authors and do not necessarily reflect those of the Mekong Institute. Mekong Connection is a publication prepared by the Mekong Institute with the purpose of promoting understanding and cooperation among the Greater Mekong Subregion Countries. For further information, please contact the Mekong Institute. Tel : 66-0-4320-2411-2 Fax : 66-0-4334-3131 e-mail : mekong@kku.ac.th