

Mekong Connection

April - July 2009

The Mekong Institute: Facing the Challenges as an Inter-Governmental Organization (IGO)



■ The chosen theme for the 2009 MI Stakeholders' Consultative Meeting is "Facing the Challenges as an Inter-Governmental Organization" on July 1, 2009 at the Pullman Hotel, Khon Kaen. This is in recognition of this landmark event in Mekong Institute history signifying that the governments of the six GMS countries now have full ownership of the MI.

This landmark event comes with its own opportunities and challenges. According to the MI Charter, the opportunities that open up include that the operations of the MI will not have to be limited to its headquarters in Thailand. Sub-regional offices can now be set-up to bring the Institute's capabilities closer to its audience. The challenge to build the Institute's internal capacity meets with the opportunity of inviting highly qualified international staff to bring forth its mission and mandate and afford them the benefits which the Institute was unable to bestow previously.

One of the challenges is that funding modalities will definitely change as the MI ceases to be a Thai Foundation and matures into an IGO. As the rightful owners of the Mekong Institute, all six GMS countries will have to attend to the fiscal sustainability of the Institute. This is well-timed as Thailand and New Zealand reduce their support for MI.

During this Consultative Meeting, the Mekong Institute reported to its key stakeholders the Institute's actual achievements in relation to the MI Strategic Plan 2005-2010 and engaged them in deliberating on the challenges and opportunities that MI would be facing as an IGO. And as the MI entered the last year of the current strategic plan for 2005-2010, the invaluable inputs and relevant recommendations were sought from these key stakeholders for the formulation of the Strategic Plan 2010-2015.



Over 70 representatives of the six GMS governments, development partners, national and international organizations involved in regional development participated in MI Stakeholders' Consultative Meeting to map out the future for the Institute.

In his keynote speech, Dr Narongchai Akrasanee, Chairman of MI Steering Committee, says, "I truly believe in building human resource capacity for regional development and cooperation. MI was first established as development assistance project of

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Thailand and New Zealand to train senior government officials of the GMS countries on how to manage economic transition from centrally planned economy to free market economy. Throughout the years MI has trained more than 3,000 professionals and the impact of MI human resource development program is felt by the successful transition and fast development in the sub-region.”



The Meeting also witnessed the handover of MI Council Chairmanship from Vietnam to the Yunnan Province of PRC. Mr Gu Zhaoxi, Vice Governor of Yunnan Province of PRC, replaced Mr Hoang Viet Khang of Vietnam to become the new chairman of MI’s governing body (2552-2554).

In his acceptance speech, Mr Gu Zhaoxi says, “GMS Economic Cooperation cannot be achieved by infrastructure development alone. Human Resource Development is the most critical success factor in achieving and sustaining true GMS cooperation and integration. Our GMS spirit is high because we are willing to integrate our economy across the border, and because we know the importance of economic cooperation and value it.”

Technical Working Group Meeting on the Mekong Institute’s Operational Policies and Strategic Directions



■ A Technical Working Group (TWG) meeting on the Mekong Institute’s Operational Policies and Strategic Directions were held at the MI Residential Training Center on June 11 and 12, 2009.

This TWG meeting was attended by representatives nominated by the MI Council, the MI Secretariat Management Team and was facilitated by Ms Paulette Coburn, an International Consultant in the field of Human Resource Management and Organizational Development.

Two very important themes were discussed during this meeting. The first theme is in anticipation of the forthcoming approval of Thailand parliament of the Intergovernmental Organization (IGO) status of MI, the MI Charter becomes fully operational and in the process several governing policies and procedures need to be reviewed, revised, and formulated. The valuable technical input and recommendations of the TWG members on the major changes in MI’s human resource management policies is necessary to make this transformation successful.

The present MI Strategic Plan ends in 2010 and the formulation of a strategic plan for the next five year period will be a long process involving the key MI stakeholders. To assist this process a scoping workshop with members of TWG and the MI Secretariat management team took place to prepare the conceptual framework as well as the process for the development of MI’s new Strategic Plan covering the period of 2011 - 2015. This is the second important theme for the TWG meeting.

The results of the TWG meeting was presented at the MI Stakeholders’ Consultative Meeting on July 1, 2009.

Quote of the day

“ The success of an intervention depends on the interior condition of the intervener” --William J. O’Brien, former CEO to Hanover Insurance



■ **The 15th GMS Ministerial Conference was held at Dusit Thani Hua Hin Hotel, Petchburi Province of Thailand from June 17 - 19, 2009.** The objectives of this important venue are;

- 1) to take stock of progress made in implementing the Vientiane Plan of Action for GMS Development (2008-2012), which was adopted by GMS Leaders at their Third Summit;
- 2) to strengthen the GMS Program's responses to the key issues facing the subregion amid a challenging global economic and financial environment and;
- 3) to continue the process of enhancing the engagement of development partners in the GMS Program.

Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2009–2012) exclusively includes Key Greater Mekong Subregion Human Resource Development Challenges, Opportunities for Greater Mekong Subregion Human Resource Development Cooperation, Human Resource Development Strategy, Human Resource Development Strategic Thrust, Human Resource Development Action Plan, Working Group on Human Resource Development Structure and Implementation Arrangements.

Source: <http://www.adb.org/Documents/Events/2009/15th-GMS-Ministerial-Conference/default.asp>



GMS Trade Facilitation and Capacity Building Workshop

Chain Management from June 18-19, 2009, at the Grand Ayudhaya Hotel, Bangkok, Thailand. The workshops were part of ADB's ongoing study on GMS Agriculture Trade Facilitation and Strategy.

The workshops aim to build the capacity of the private sector and producer organizations to better understand agricultural certifications as new market requirements and to introduce policymakers and entrepreneurs to eco-trade and its supply management. Its goal is to enhance competitiveness around agriculture exports in GMS countries. It also aims to analyze the eco-trade and eco-production initiatives in GMS, including the progress, constraints and lessons learned as well as to have an opportunity to see examples of how producer organizations organize eco-agricultural production chains and eco-trade.

There were 10 participants who came from GMS countries including Cambodia, Laos, Vietnam, Thailand and Myanmar to attend this workshop. The topics covered in the workshop included the reasons why certification is needed, quality grading, food safety, traceability, customs clearance, environmental and social certification, food safety and good practice, global context of eco-agriculture and eco-trade and the overall situation of eco-trade in GMS.

Source: http://www.cedac.org/kh/ev_pdf09.pdf

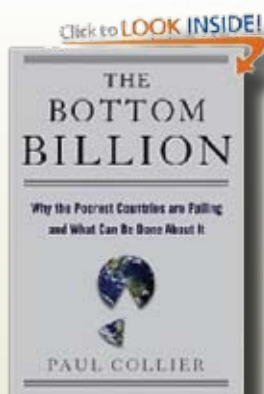
GMS Trade Facilitation and Capacity Building Workshop : Managing Certification for Agricultural Exports and Exposure to Eco-Trade Supply Chain Management, June 16 - 19, 2009

Mr Yi Kim Than (CEDAC) was invited by the Asia Development Bank (ADB) and Earth Net Foundation/Green Net to participate in the Great Mekong sub-regional (GMS) Trade Facilitation and Capacity Building Workshops on Managing Certification for Agricultural Exports from June 16-17, 2009 and Exposure to Eco-Trade Supply

BOOK REVIEW

The Bottom Billion: Why the Poorest Countries Are Failing and What Can Be Done About It

Paul Collier
Oxford University Press



While the world is busy weathering the economic recession, the plight of the bottom billion, the world's poorest people in fifty or so failing states, is once again slipping off the agenda. Paul Collier, Professor of Economics at Oxford University, has provided a timely rescue to the impasse and refashioned the debate on third world development in a grand narrative in his book, "The Bottom Billion: Why the Poorest Countries Are Failing and What Can Be Done About It".

The bottom billions are stuck in different development traps eloquently illustrated by the meticulous research of Prof. Collier and his colleagues. Though countries in the GMS are blessed with regional stability and therefore safe from the conflict trap,

the abundance of natural resources could turn out to be a kiss of death. Moreover, being a landlocked country (i.e. Lao PDR) has a built-in dependence on the goodwill of neighboring countries and regional cooperation, especially in the form of market and infrastructure development, is crucial to trigger growth to the disadvantaged states.

Although not all proposed instruments to pull the poor out of the traps are justifiable to policy makers, e.g. military intervention, Prof. Collier's solutions such as using "independent service authorities" to improve the effectiveness of aid are well-grounded and practical. Other ideas like the generation of international norms that help to guide country's behavior are not only critical but strikingly economical. Readers from a wide spectrum are guaranteed to get insight from the book. An essential read.

ACTIVITIES

MI partners with the Mekong Meteorology Capacity Building Project in delivering the “Business Leadership in Competitive Enterprise” learning Program



■ The “Learning Program on Business Leadership in Competitive Enterprises” was held at the Mekong Institute from April 27, 2009.

The course sponsor Mr John Barker, Managing Director, Barker Metrology Consultants and Metrology Consultant for the Mekong Metrology Capacity Building Project opened the session and welcomed the participants to the course. Dr Suchat Katima, Director of the Mekong Institute also welcomed participants and wished them a productive stay at the MI.

The participants represented five of the GMS countries – Cambodia, Laos, Myanmar, Thailand and Vietnam. Two participants from the Philippines were also invited to the course. Participants represented the various government agencies involved in different aspects of metrology in their own countries.

The first week covered a series of classroom activities focusing on the relationship and competitiveness of an enterprise to benefit economic and social development in the GMS. Learning activities included field visits to different establishments in Northeast Thailand gave participants an opportunity to observe actual metrology operations. In the last week of the training they learned

about business proposal development using the Logframe method. They were also given the opportunity of having a team of experts appraise their proposals. The immediate feedback they received on these was highly appreciated by the participants and this gave them the opportunity to improve these into the authentic proposals they were to formulate upon their return to their own countries.



The participants and the course sponsor expressed the wish for the program to have been extended for a few more weeks as they truly enjoyed interacting with each other. Since the Mekong Institute was located within the Khon Kaen University campus, it provided a great learning environment. They truly enjoyed their exchanges in and out of the classroom as these promoted communication, cooperation and trust among professionals in the GMS.

After the program had finished, the participants celebrated the end of the course with a congratulatory dinner after which they gave their final farewells to the MI staff and returned to their home countries. MI received a 95% overall satisfaction rating in the final evaluation of the course.

MI attended the Ninth Meeting of the Working Group on Human Resource Development (WGHRD-9)



■ The GMS Economic Cooperation Program of the ADB conducted the 9th meeting of the Working Group on Human Resource Development with the theme “Implementing New Strategic Directions in HRD Cooperation in the GMS.” on May 20- 21, 2009 in Guilin, Guangxi Zhuang Autonomous Region, PRC

Participation to this meeting was by invitation only and the Mekong Institute was chosen to be one of the contributors. Ms. Sanda Thant, MI Program Manager attended the meeting. Participants represented agencies designated as GMS Country Focal Points for the GMS WGHRD as well as development partners supporting health, education, labor and migration and social development in the GMS.

The overall objective of the meeting was to review and endorse a proposed GMS HRD Strategic Framework and Action Plan for strengthening GMS cooperation in education, labor and migration, health and social development.

There were seven key challenges in HRD in the GMS which were identified by the ADB and these are the

following: (a) the urgent need for human resources for sustained economic growth, (b) the negative effects of increased physical connectivity such as the rapid growth of human and drug trafficking, cross border transmission of some communicable diseases and the social and health impact of GMS integration, (c) new skills requirements and employment opportunities within each country and across the sub-region, (d) education and skill levels of the GMS workforce. Mutual recognition of skill labour across the regions and standard mechanisms, (e) labor market information, (f) access to social services such as health and education for migrants and their families. Slow/delay implementation of MOUs in the sub-region and (f) issues of ethnic minority communities and women and children residing in border areas.

In Plenary Session 1 presentations were made on the various activities that the ADB has organized to support the development of the human resources in the four sectors of education, labor and migration, health and social development around the GMS. This was followed by Plenary Session 2 where the final draft of the GMS HRD Strategic Framework and Action Plan (SFAP) for 2009–2012 was presented.

The small group activity that took place after Plenary Session 2 discussed approaches, financial modalities and technical support required for the implementation of the GMS SFAP 2009–2012 on the four sectors of (a) education, (b) communicable disease control, (c) labor and migration and (d) social development including HIV/AIDS and infrastructure. Presentations from each of the four groups followed this discussion.

The meeting ended with the agreement of holding the 10th meeting of the GMS WGHRD in Lao PDR in 2011.

ACTIVITIES

MI Staff Employ New Tools to Sharpen Their Skills in Project Management



■ The 'In-house Training on Project Management' was held at the Mekong Institute (MI) on April 22-23, 2009. The training session was facilitated by three MI staff: Mr Marat Yu (Program Specialist), Mr Yar Zar Nyunt (Program Finance Officer) and Ms. Wang Jian (Young GMS Professional). The MI staff learned how to use the Microsoft Project program in planning and managing their projects.

Marat presented the Work Breakdown Structure component of the MS Project showing its basic functions and examples. He also provided an exercise in the use of this for participants to apply what has been earlier

discussed. This was followed by Mr Yar Zar's presentation on Cost Estimation and Budgeting. The session taught staff how to assign the costs to the different project activities and be able to manage these costs and arrive at a project budget.

On Day 2 the MI staff presented their project plans with the use of MS Project to the director and the rest of the participants who provided feedback in terms of time and the management of human and material resources required of the project. This activity was helpful in streamlining communication with other departments on the support needed for the projects. In the afternoon of the second day, Dr. Suchat Katima administered some aptitude tests and reviewed the pre-assessment questionnaire used for the regular learning courses conducted at MI.



Two MI staff attended the International Symposium on Preservation and Development of GMS and International Support in Tokyo, Japan



■ Ms Sanda Thant, MI Core Program Manager and Ms Pornwilai Pumira, MI Executive Assistant & Marketing Officer arrived in Tokyo, Japan on April 7, 2009 to attend the International Symposium on Preservation and Development of the Greater Mekong Sub-region and International Support organized by the Japan Society of Civil Engineers (JSCE) and the Asian Civil Engineering Coordinating Council (ACECC).

In the afternoon of Wednesday (April 8) the two MI staff attended the Technical Committee (TC) Meeting of the Japan Society of Civil Engineers (JSCE) Special Presidential Committee. Mr Osama Kusakabe, TC Vice Chairman welcomed the members to the meeting and Mr Kennichi Horikoshi, Chair of the Committee on ACECC, JSCE presented the previous activities that the JSCE has done in support of the GMS.

On Thursday April 9, Ms Thant and Ms Pumira represented the Mekong Institute as guest speakers at the International Symposium on Preservation and Development of Greater Mekong Sub-region and International Support. This meeting was organized by the JSCE with support from the ACECC and was held at the JSCE headquarters. The objective of this international symposium was to provide opportunities to enhance the understanding of how international assistance can

be improved for better development and management of the GMS. There were 120 participants who attended the symposium composed of government officials, individuals coming from the private sector and those coming from the academic sector.

In the morning session, Ms Thant made a presentation on the Capacity Building Program in the GMS and in the afternoon, Ms Pumira made a presentation on GMS Development and Cooperation. Both of them presented information on the international support received by the Mekong Institute. The symposium was official closed by the Mr Yukihiro Sumiyoshi, representative of JSCE and ACECC.

On Friday, April 10 the MI staff visited the Public Works Research Institute (PWRI) at the Tsukuba Central Research Institute in Tsukuba City. The PWRI is a research institute that develops technology in civil engineering by conducting experiments, research and development activities, technical instruction and dissemination of research achievements on civil engineering techniques. The PWRI contributes to society by efficiently improving infrastructure and properly accomplishing obligations regarding land, infrastructure and transport policy.

Ms Thant and Ms Pumira had the opportunity of visiting the various laboratories of PWRI to see how studies and experiments were conducted. These were presented by the researchers of the different research teams from the different laboratories namely: Coastal Hydraulics Laboratory, River Hydraulics Laboratory, Dam Hydraulics Laboratory and the Wastewater Treatment plant.

ALUMNI NEWS



■ **Mr Gao Yong Biao from Guangxi Province of P.R.China attended the Project Management Learning Program in 2009.** He wrote to MI and says that *“the purpose of the mail is to express my deep appreciation to the TUTOR team -- Ken, Randy, Bes and the MI staff who did a good job in the past two weeks for your*

devotion.”

He also says *“It’s good experience for me now, but I believe strongly, it would be a wonderful and unforgettable memory in my career. I hope I could meet everybody in the future”*



■ **Mr She Youming from China attended the Regional Power Interconnection and Trade in the GMS course in 2009.** He says:

“For this workshop, it’s my great honour to take part in such an international training, and this was my first time to learn and to communicate with so many GMS participants as well as foreigners. The workshop was full of freshness and strangeness. Participants coming from Myanmar, Thailand, Vietnam, Cambodia, Laos and China were suddenly gathered together for more than two weeks, then left with each other everything happened so suddenly. In these two short weeks, the foreign participants had given me with deep impression, they’re always so kind, so optimistic and so knowledgeable.”



■ **Mr Pema from Bhutan attended the Income Generation and Poverty Reduction in 2009.** He recently wrote a letter to the MI staff and shared the following update:

“I had started with my Action Plan. I wrote financial and resource person for training and got through. I had organised two day on the job training for 13 selected farmers and 6 field staff. Now we have one established mushroom growing unit which will serve as model unit. I hope trained farmers will replicate the project.”



■ **Ms K.N.Kumari Somaratna, from Srilanka from the “Leadership in Competitive Enterprises” course in 2008** wrote to the MI alumni coordinator. Her letter follows:

Thank you so much for the opportunity to contribute to the MI Newsletter. I followed course “Leadership in Competitive Enterprises” at MI in July 7 - 25, 2008. I am very happy to have this opportunity because it not only helped me to enrich my understanding & skills on the various aspects of the above topic and gave a wide range of experiences in the field. Last March in 2009 went to South Korea for participate in the another training programme “Economic Development Policy” it’s organized by the KOICA.



■ **Mr Godfrey Kariuki from Kenya attended the Projects Monitoring and Evaluation training course in 2007.** He wrote the following letter to the MI alumni coordinator

Wow!!!! it’s good to hear from you after so many days. I hope you’re fine and MI is doing ok and so do I. I am just missing those happy moments in MI two years ago.

I participated in the Projects Monitoring and Evaluation training course in April/May 2007 and I really enjoyed the course. I benefited a lot in terms of M&E skills which I applied in the Ministry of Planning by conducting M&E work and sensitizing my colleagues in M&E. Remember we also covered quantitative techniques of evaluation which are research-based. For that matter, God has rewarded me with a new career in research, I am now an economic researcher in a public research institute here in Nairobi. However, I do a lot of consultation work in M&E privately. Hence I will continue doing M&E work. Can I get more opportunities to come to MI or Thailand for that matter. Say hi to all MI staff, at least those who can remember me. I look forward to read the Newsletter in July.



■ **Mr Stanslaus Okotsi Apwokha from Kenya attended the Income Generation and Poverty Reduction for Development course in 2008.** An excerpt of his letter to the MI alumni coordinator reads:

Greetings from Kenya. It is great to hear from you and from Mekong Institute and am glad to learn that you are doing fine and you still remember us. Once in a while i visit your website and generally keep track of your events and programmes.

...I have kept contact with Kapazira, Joao, and Jamuna. The others have kept quiet and am sure they must be busy wherever they are. Recently i was deployed to work as Personal Assistant to Minister for Regional Development Authorities and am finding the work quite interesting though at time challenging. However my desire is to proceed with studies and become a college professor.

Finally i wish to thank you for the hospitality you showed us while at Mekong and TICA for enabling us to visit and study in Thailand. God bless you.

VISITORS



■ Guangxi Academy of Social Sciences (GASS)

The Mekong Institute welcomed the delegation of the Guangxi Academy of Social Sciences (GASS) from the Guangxi Zhuang Autonomous Region of P.R. China on July 20,

2009. Led by Dr Gu Xiaosong, Vice President of GASS, the delegation comprising of academics and researchers discussed with MI on cooperation opportunities, particularly on conducting joint research and structured learning visits concerning transportation cooperation between Guangxi and Southeast Asian nations along the North-South and East-West Economic Corridors.

During their visit, a Memorandum of Understanding (MoU) was signed between the GASS and MI in an effort to promote awareness and capacity building for development and cooperation in the GMS countries. The MoU signified a new relationship and sustainable professional collaboration between the two institutions.

Regional Centre for Social Science and Sustainable Development, Chiang Mai University



A delegation comprising of 2nd and 3rd year students in the Master of Administration in Sustainable Development program from the Faculty of Social Sciences, Regional Centre for Social Science and Sustainable Development of Chiang Mai

University visited MI on July 27, 2009. Professor Ekamol Saichan from the Graduate Committee of the program said the delegation has learned more of MI academic activities pertaining GMS-based development, and the visit has given an insight to the students and helped them to develop their research projects.



■ Senate to Foreign Committee and Thailand International Cooperation Agency (TICA)

On July 29, 2009, the Senate to Foreign Committee and Thailand International Cooperation Agency (TICA) paid an important visit to assess the Mekong Institute as part of the process of transferring it into an Inter-governmental Organization. The Senators and representatives from TICA were given a briefing



of MI operation and discussed with MI management on the future of the Institute. The Committee would draft a "MI Operational Privileges under IGO" and submit it to the Thai Parliament for Royal Decree upon their return to Bangkok.

"Mekong Institute plays a significant role in contributing to the acceleration of sustainable economic and social development in the GMS through human resource development and capacity building programs. MI is encouraged to upscale its facilities and services in response to the rising needs." Mr Ta-nom Songserm, Vice Chairman to the Committee concluded.

MI Welcomed Three New Young GMS Professionals in May 2009

This Young GMS Professionals program of the Mekong Institute aims to develop human resource capacity of private organizations and public institutions involved in GMS development and cooperation by means of providing a structured learning opportunity and hands-on experience to young Mekong professionals over a six-month period. In May 2009, MI warmly welcomed three Young GMS Professionals.



■ **Ms Thak Soheat** from Cambodia obtained her Masters Degree in Gender and Development Studies from the Asian Institute of Technology in Bangkok. She intends to build her professional career in social research and development with a focus on gender. She has worked with the Economic Institute of Cambodia (EIC)

as Research Assistant in the fields of Agro-industry, Capacity Building Development and Trade Facilitation. She is certain that her experience at the MI will deepen her perspective on the emerging development issues in her native Cambodia and the rest of the GMS in order for her to begin to appreciate the process of finding solutions she can participate in to accelerate the socio-economic development of Cambodia and of the neighboring countries. She is confident that her participation in the Young GMS program will be an enabling mechanism that will allow her to reach her professional ambitions.



■ **Mr Va Sothy**, a Cambodian national, recently completed his Masters Degree in Rural Development Planning with a focus on Social and Economic Development at the Asian Institute of Technology in Bangkok. He worked as a Research Assistant for the Economic Institute of Cambodia in the field of Social and Economic Development,

Capacity Building and Trade Development. He sees his involvement with the Young GMS Professional program as an opportunity for him to enhance his knowledge and skills in working with current and emerging issues in the GMS. He would like to play an essential part in the advancement of the human resource of private organizations and/or public institutions to serve the social and economic development of Cambodia, where capable and competent human resources are essential. He is confident that after the training he will be able to make best use of the experience he gained from the program in working for the development of his country and the rest of the GMS.



■ **Mr Ou-ee Kittikhoun** has a Masters Degree in Business Administration from the National University of Lao PDR. He intends to find fulfillment of his professional goal through working for an International Organization. He would like to take part into the YGMS Professional Program at MI in order to improve his knowledge and develop his skills with working on development issues. He is willing to work under pressure in gaining new experiences in this unique learning environment. He is particularly interested in the field of Effective Regional Cooperation. Prior to joining MI he worked with the Gender and Development Group, Community Knowledge Support Association, the European Commission, the Canadian Development Organization and others.

UPCOMING EVENTS

Upcoming Learning Programs 2009

■ *Effective Project Management for Sustainable Development in the GMS* August 17 - September 4, 2008

This training course aims to develop participants' capacity to plan, implement, monitor and evaluate national, subregional and transboundary development projects that address issues pertaining to the GMS. At the end of this learning program, participants will be able to acquire knowledge and practical experience on the application of Project Cycle Management and Logical Framework in accordance with international project management standards and gender perspectives. Participants will also have ample opportunities to enhance their skills in cross-cultural communication, information exchange management and networking.

The training program will be delivered in five progressive modules:

- Module 1: Setting the Context on GMS development, cooperation and integration and overview of Project Cycle Management
- Module 2: Project Initiation: Project Conceptualization and Identification
- Module 3: Project Planning
- Module 4: Project Execution and Implementation
- Module 5: Project Control, Monitoring and Evaluation

Targeted participants are middle to senior level managers who are involved in the actual management of project development, project appraisal planning, controlling, monitoring and implementation.

At the end of the learning program, the participants will be able to:

- share experiences and lessons learned about project management in their home countries;
- conduct an analytical assessment of emerging issues and trends in managing development projects in the GMS at the trans-boundary level;
- explain the key concepts, processes and principles of project management;
- analyze the components of project cycle management which includes initiation, planning and design, implementation, monitoring, control and evaluation with inclusion of a gender aspect;
- differentiate the various tools and methods used in effective project planning and management;
- analyze the important elements of strong teamwork in project management;
- formulate project proposals and action plans to apply the knowledge and skills gained from this training in the "back to office" situation;
- initiate a network of project management professionals in the GMS countries.

■ *Managing Public Sector Reform* October 19 - November 13, 2009

It is a four-week learning activity catering to government officials and state-owned enterprise executives. The program presents public sector reform as a change process that has to be managed. Essential issues and approaches leading to the implementation and sustainability of reforms, on-going reform initiatives in the GMS, as well as how these are translated into policies are covered. Course activities are designed to challenge participants to discover new insights and ideas.

The course curriculum includes concepts of public sector reform, its justification, elements and related issues, analysis and critique of public sector reform issues in the GMS as well as various public sector reform initiatives in the sub-region. Study visits and presentations from experts and practitioners allow participants to learn from real situations. Relevant case studies drawn from practices elsewhere are discussed to enhance participants' knowledge and allow them to adjust to their contexts upon return to their home countries.

The training explores these three interrelated modules:

- Module 1: Understanding the Need for Reform
- Module 2: Managing Public Sector Reform
- Module 3: Sustaining Reform

The objectives of this learning program are:

- To acquaint participants with modern public administration concepts and administrative structures that promote better service delivery;
- To improve participants' knowledge and skills in leading and managing public sector reform; to enhance participants' skills through sharing experience and lessons learnt from selected public enterprises;
- To exchange knowledge and experience on public sector reform and the current status of reform initiatives in the GMS; and
- To promote communication, cooperation and trust among professionals across the GMS.

Targeted participants are leaders in government ministries or agencies who are directly involved in public sector reform planning and/or implementation.

At the end of this learning course, the participant is expected to demonstrate ability in planning and mobilizing public sector reform and explain his/her views on public sector reform and attendant issues.

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