Capacity Development for Regional Cooperation and Integration

MEKONG

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The Pursuit of a Socially and Economically Sound Region—SME Cluster Promotion and Investor Forum—March 19, 2014

LMV countries have shown strong growth, while SMEs are the heart and core of CLMV economies and SME clusters have been proven as one of the effective tools for economic development"-- H.E. Tony Lynch, Ambassador of New Zealand Embassy in Bangkok, Thailand.

Small and Medium Enterprises (SMEs) constitute over 98% of the overall enterprises in Cambodia, Lao PDR, Myanmar, and Vietnam (CLMV). They play vital roles in maintaining both economic and social stability within the Mekong Sub-region.

Seventy five to eighty percent of the region's workforce is in SMEs, and 20 to 40% of domestic output come from SME clusters. It is, therefore, not an exaggeration to say that if SMEs became well-developed, the region's economic and social development would not be far-reaching.

In collaboration with Sasin Japan Center (SJC) in Bangkok, the Mekong Institute (MI) organized the SME Cluster Promotion and Investor Forum on March 19, 2014. Thirty six participants from 15 SMEs in CLMV countries attended the forum.

The forum showcased a wide range of SME products staged for potential buyers and partners from Japan, Thailand and other countries. The aim of the forum was to pave the way for the SMEs' entrance

into the international or global markets by providing market linkage opportunities for them.



During the forum, Mr. Madhurjya Kumar Dutta, Manager of Trade and Investment Facilitation Department of MI said, "Market information is quite limited in CLMV. The global market is very volatile, so good market information is crucial for SMEs." According to Mr. Dutta, SMEs' weakest link is their lack of competitiveness against traders in the international markets.

SMEs own most of the region's businesses but their incomes from exporting products are still significantly low. With the approaching ASEAN Economic Community (AEC) in 2015, SMEs will undoubtedly benefit from a large pool of opportunities; however, they will most likely be

unprepared for the challenges if there is a lack of guidance.

For this reason, New Zealand Aid Program (NZAP) funded initiatives to deliver capacity building measures for local SMEs. The program's goals include formulating strategies that will help SMEs tackle and overcome lack of regional visibility and influence as well as increase the understanding of SMEs' significance in relation to AEC 2015. This will potentially escalate SMEs' competitiveness, increase the possibility for their integration into the global markets, as well as prepare them for the AEC.

This forum is an initial, but crucial step in the pursuit of expertise and information exchange amongst SMEs for the betterment of their own welfare that would ultimately elevate the region's economic and social status and stability.

Given the fact that AEC 2015 would bring about an integrated and wider market together, it is important for SMEs in CLMV countries to develop and group themselves to be more competitive through market study and research for their fully participation in the AEC. Thus, the "SME Cluster Promotion and Investor Forum" is essentially important for the facilitating the seamless integration of these countries' economies into this regional economic community.

The Compilation Atlas of Geographic Names for the Lancang-Mekong River to Ease Navigation and Communications—MI, P. R. China, Lao PDR, Myanmar and Thailand



Discussion on the verification of the geographical names

It is noticed that communities in P.R. China, Lao PDR, Myanmar and Thailand spell and sometimes name identical geographic places on the Lancang-Mekong Channel differently. Therefore, miscommunications

about vessels' precise locations are inevitable, especially in and between the ports of Suploi, Myanmar and Chiang Saen, Thailand where vessels from Lao PDR, Myanmar and Thailand are importing and exporting goods.

In light of this, the standardization of Romanized geographic names for major geographic sites on Lancang-Mekong Waterway has been identified as necessary for effective communication among vessels. As a result, this initiative will help reduce possible collision, and contribute to strengthening international trade.

To encourage international navigation development on the Lancang-Mekong River, P.R. China, Lao PDR, Myanmar and Thailand are currently compiling the 'Medium and Long-Term Development of International Navigation on the

Lancang-Mekong River'. The plan's development will also serve as preparation for phase two of the navigation channel's maintenance and improvement. The provision of consistent Romanized names... (Con't p.6)

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EDITORIAL

The MI experienced major changes in the first quarter of the year 2014. Indeed, Dr. Suchat Katima retired from the MI after two terms in office and seven years as director of MI. From a relatively small institute when he assumed his directorship, Dr. Suchat grew MI to a well-khown GMS training institute of over 60 staff. MI's activities and relations with development partners expanded significantly during his term. MI

also became a unique intergovernmental organization fully owned by GMS Member countries, namely Cambodia, P.R. China, Lao PDR, Myanmar, Thailand and Vietnam.

With the appointment of an interim director until mid-May 2014 and a new director on 16 May 2014, MI continued to expand its activities and to undertake internal reforms to better align it with its new role as a major inter-governmental regional institution. Internally, staff salaries and job descriptions and positions were adjusted to make MI comparable to other regional institutions such as the Mekong River Commission (MRC). To support staff development and performance, the Human Resources (HR) function in MI was strengthened, further developed and resources allocated to it. To raise participation and ownership of MI programs as well as information sharing, there was a conscious effort to hold monthly Senior Management Team Meeting since January 2014.

Besides a number of other internal administrative changes to improve work efficiency and reduce administrative costs, MI started a major exercise to review its current operational strategy which covers the period 2011-2015, and to prepare its next operational strategy covering the period 2016-2020. A one-day senior management retreat was organized to kick off the review, which will be completed by mid 2014, and will form the basis to prepare the new strategy. A timetable for the formulation of the new strategy was prepared, including a series of consultations in member countries and with key development partners including the ASEAN Secretariat. The appointed new director was kept fully informed of the preparatory work on the new strategic framework. The new framework will be a major document guiding MI's operations and allowing it to raise its standards of research and training so as to make it the "premier" GMS knowledge institute.

During the first quarter of 2014, while all departments have been working hard to prepare their work plans and deliver the programmed outcomes, a few notable achievements of MI in early 2014 are worth mentioning. First, in March 2014, a very successful SME business matching event was organized in Bangkok jointly with the SJC Center of the Sasin Business School of Chulalongkorn University. The matching involved 15 SMEs based along the East-West Economic Corridor from Myanmar, Lao PDR and Viet Nam and potential large buyers from Thailand, Japan and other countries. Second, in February 2014, MI successfully completed the important mid-term review of the Initiative for ASEAN Integration (IAI) Phase II, commissioned by the ASEAN Secretariat and financed by the Government of Australia. The final report of the review prepared by MI was presented at several ASEAN bodies including the ASEAN Permanent Representatives meeting and a meeting of the ASEAN Secretariat development partners. Finally, the MI report for the NZAP program was prepared in March 2014 emphasizing for the first time program outcomes. The report was very well received by NZAP.

To conclude, in spite of the management changes, the MI has been very active in the first quarter of 2014. It has strived to strengthen its internal administrative capacity, build up its collaboration with development partners and enhanced its knowledge base. All this augurs well for the future of MI!

Dr. Jean-Pierre A. Verbiest

MI Interim Director

Asian Development Bank -Phnom Penh Plan (ADB-PPP) Project



Monitoring and Evaluation Learning Program Helps Enhance Professional Development in GMS

The MI, in collaboration with the GMS Phnom Penh Plan for Development Management (PPP), organized a week-long training course on "Project Monitoring and Evaluation in the Greater Mekong Sub-region" at Mercure Hotel, Vientiane, Lao PDR on February 24, 2014.

Twenty government officials from Cambodia, Lao PDR, Myanmar, and Vietnam attended the learning program. At the end of the program, participants developed action plans that would demonstrate their application of acquired knowledge and skills in their respective workplaces. The learning methodologies employed in the course included lectures, group activities, simulations, role plays, educational films, computer-based applications, case studies, and problem-solving exercises.

Participants worked in teams to facilitate participatory processes and emphasize practitioner orientation and action learning. The program evaluation results revealed that participants were highly satisfied with the learning content and methodologies. Program outcome, include knowledge and skills gained for professional development such as presentation, communication, team work, internet research, and professional networking were helpful to participants in monotoring and managing thier projects.



Moving Forward Lao PDR's Economic Development through Agricultural Planning and Investments—Lao PDR and Thailand Joined Hands in Conducting 2 SLVs under GIZ's LM-RED Project

on January 20-25 and February 3-8, 2014, the MI in collaboration with nine private companies, conducted two SLVs (Structured Learning Visits) as part of the efforts to improve Lao PDR's economy. More than 30 Lao government and GIZ officials based in Lao PDR participated in the SLVs.



Dawning of the Change - Visioning the Country Transcending from Micro-to Macro-economic Nation

In the time where most parts of the world have swiftly moved toward an industry-dependent society, countries within the GMS Region gain most of their revenues from the agricultural sectors. In these societies, cultures and lives have been tightly intertwined with agriculture for decades. Hence, when considering the development programs of those countries, including Lao PDR, enhancement of agriculture or that which relates to it, cannot certainly be put aside.

The Project LM-RED, a 'Land Management and Rural Economic Development Program,' initiated by GIZ, focuses on agriculture. It is one of the numerous projects in Lao PDR endeavoring to push the nation above the least developed country benchmark.

By taking advantage of its possessions such as rich natural resources, the Lao Government is firmly determined to attract foreign investors to natural-resource-based investments such as mining, hydropower and agricultural/forestry sectors available in the country. Such vision to increase the Foreign Direct Investment (FDI) within Lao PDR can only become reality, however, through effective coordination between different government agencies and the private sector.

coordination between agencies, the project also established essential operating guidelines for the officials. The guidelines will help them assess planned and current investments within the country by taking into account possible risks and benefits posed by the increase of FDI within the country. Also, the guidelines will give Laos an idea of how to respond based on the demands of foreign markets.

The SLVs: from Subsistence to Market-Oriented Economies

Transition from subsistence to a market-oriented economy is needed in Lao PDR; therefore, Mekong Institute (MI) organized two SLVs (Structured Learning Visits) to provide the required skills and knowledge for such purpose as well as to motivate the participants to make changes for the better.

During the SLVs, the participants received first-hand information and were exposed to agricultural planning system in Thailand. Information shared with the participants included prioritizing agricultural products and criteria for the prioritization, strategy to promote products in the prioritized sectors, the process of translating the national strategy into sub-national implementation plans, and the cooperation among private sector, public sectors and farmers/communities in this promotion.

The LM-RED Project

The LM-RED project aims to heighten the capacity of Lao government officials at the national and provincial levels to improve coordination and communication. The main government agencies taking part in

the project are Department for Investment Promotion' (MPI-IPD) of Ministry of Planning and Investment, Department of Agriculture of Ministry of Agriculture and Forestry- (MAF-DoA) and provincial agencies (PAFO).

Aside from preparing related government officials to improve



Participants visited the processing facilities of Taniyama Siam Co., Ltd., Nakhon Pathom province.

After the visits, participants shared their reflections on how they are going to apply the precepts they learned. This stage of interactive discussions gave chances for the participants to explore possibilities for applying the materials they had discussed in the classroom.

This project will help the participants to contribute to the development at a higher level and have potential to bring Lao PDR a little closer to prosperity.



EWEC-SDC Project

The MI along with the Swiss Agency for Development and Cooperation (SDC) are proud of the progress made by the East-West Economic Corridor (EWEC) Project towards "Capacity Building for a More Inclusive and Equitable Growth, GMS." This is the first MI long-term project that has approached development activities at the provincial level by working with and through local host sites and partners. Below are some of the highlights from various MI programs and trainings that took place between January and March 2014:



Khammouane Local Project Partners Meeting on Jan. 27, 2014 at Lao Field Office



SDC Monitoring Team visited Rice Seed Producers Group on Jan. 30-31, 2014 in Khammouane Province, Lao PDR.

JANUARY

EWEC-MDP Training: Research Methodology on Local Economic Development (LED) Stocktaking & Capacity Development Needs Assessment (CDNA)

-MI, Khon Kaen, Thailand, January 15-17

This training introduced LED concepts to the EWEC project partners and Project teams in Myanmar, Lao PDR, and Vietnam. The EWEC field teams and local consultants were exposed to modular trainings on LED concepts and related research framework in order to conduct field assessments. Through this training, participants were able to familiarize themselves with research models and methods for the purpose of developing a CDNA questionnaire and different tools that will serve as a field data collection technique.

Workshop on Revising Intervention Designs

-MI. Khon Kaen, Thailand January 20-2

The EWEC team conducted an internal workshop about "Revising Intervention Design" with technical support from an external consultant, Ms. Lilian Kuhlmann-Samamé, on Results-Based Monitoring and Evaluation (M&E). The specific objective of the workshop was to develop the results chain and revisit the intervention design earlier prepared for each of the EWEC project sites.

Khammouane Local Project Partners Meeting

-MI, Khon Kaen, Thailand January 27

The first key partners meeting for the Khammouane RLED-EWEC Project was held in January. The objectives were to provide an overview of the project's pilot phase plan (2014-2015), discuss and exchange ideas on intervention design to increase project comprehension and to strengthen the project-partner relationship. The meeting also served as a platform for discussing project challenges and recommendation.

SDC Conducted Monitoring Visit to Khammouane Province —Khammouane Province Lao PDR January 30-31

Last January, an SDC Monitoring Team including Dr. Adrian GNAEGI and Ms. Sonenaly PHETSIRISENG visited the RLED-EWEC Project in Khammouane Province, Lao PDR. During this visit, the team met with multiple key partners from provincial government and International Organizations, including the Vice Governor of Khammouane Province, Mr. Somchay Phetsinuan, Deputy Director of Agriculture and Forestry Office, Mr. Dethsakda Manikham, Deputy Director of Industry and Commerce, Mr. Bounhom Boutdasak and the SNV Advisor of Rice Value Chain, Mr. Daovanh Sotouky. The SDC team also followed up with Mahaxay District's Agriculture and Forestry Office, a local rice mill, the Rice Seed Center of Namarkbah Village, and a rice farmers' association. The visit aimed to discuss the roles of RLED-EWEC Project actors and to survey potential areas for organic rice production.

FEBRUARY

Local Economic Development (LED) Stocktaking and Field Data Collection

-Myanmar, Lao PDR and Vietnam

In order to support the Mekong Institute's RLED-EWEC project, funded by SDC, LED research commenced in Myanmar, Lao PDR and Vietnam during February, 2014. Field data collection is essential to establish LED baseline indicators in order to design, implement and monitor the impact of

an effective LED training curriculum. The data collection, which employed of questionnaires, compass workshop, and interviews was designed to assess the roles and regulation of key stakeholders as well as the process of local economic and social development. This data collection was first implemented in Hpa-an District, Kayin State, Myanmar from February 10-14. The RLED-EWEC team visited eight government departments, an SME Bank, two NGOs, and two cooperatives. A week long data collection was



2014

EWEC-SDC Project 2014 EWEC-SDC Project 2014 EWEC-SDC Project 2014 EWEC-SDC Project

, Lao PDR. guests from multiple districts and dep

also conducted from February 24 - March 1 in Khammouane, Lao PDR. Representatives from various provincial and district government sectors, government projects, NGOs, and rice mills attended. Data collection was simultaneously carried out in Quang Tri, Vietnam by Mr. Pham Quang Nam, an LED consultant.

LED Compass Workshops

– Myanmar, Lao PDR and Vietnam

In partnership with local government offices in Lao PDR, Myanmar and Vietnam, MI conducted three LED compass workshops. The first was held in Hpa-an, Kayin State, Myanmar on February 15, 2014. Participants included state, district, and township government officials, NGOs, private sector representatives and key farmers. Participatory approaches were used to present participants' past achievements, lessons learnt, challenges and critical success factors. The second workshop took place on February 25, 2014 in Khammouane, Lao PDR. The workshop was held at the Department of Industry and Commerce and was led by the Director of Industry and Commerce Department, Mr. Singphet Keosopha. Over 30 distinguished

guests from multiple districts and departments (both public and private sectors) attended, including governors, vice governors, directors, and deputy directors. Lastly, in Quang Tri, Vietnam, the LED compass workshop was held at Thai Ninh Hotel in Khe Sanh, Huong Hoa District, Quang Tri, Vietnam on February 28. In this particular instance, the workshop was used to discuss the planning process of local coffee development. Provincial, district, and commune government officers were in attendance. Throughout the workshop, the compass model was used to assist in identifying gaps and prioritization of activities in order to achieve expected outcome.

Partnership Building with Peace Nexus

– Hpa-an, Myanmar, February 1

To link with other potential implementation partners in Hpa-an, a senior associate consultant and researcher from Peace Nexus visited the EWEC field office as per the Myanmar Chief Minister's recommendation. The purpose was to establish a relationship with MI-EWEC and launch their project. The current condition of Kayin State was discussed and both parties exchanged ideas about project strategy and design.

MARCH

EWEC-Mekong Development Program (MDP) Workshop on LED Stocktaking & Capacity Development Needs Assessment

-MI, Khon Kaen, Thailand, March 17-21

MI has implemented the regional and local economic development project called "Capacity Development for a More Inclusive and Equitable, Growth, GMS" via an internal collaboration between the MDP Department and RLED-EWEC Project teams of MI. In order to understand current LED processes and capabilities at the pilot sites, consultants designed an approach that looks into different research subjects, namely the national LED framework, local framework, policies, practices, capacities and results. To gain necessary insights into the research subjects, various techniques and instruments were employed. Some included desktop research, interviews and workshops at the pilot sites (using a simplified format of the Compass of Local Competitiveness), a CDNA survey and a conclusion of internal assessments. As the follow-up to the CDNA, the workshop on "LED Stocktaking & Capacity Development Needs Assessment" was held. The results showed that, by and large, across all three countries (Vietnam, Lao PDR, and Myanmar)

and pilot sites, LED policies and practices seem to be in line with central LED principles. LED is predominately done in a bottom-up approach, emphasizing local participation, followed by gender sensitivity and market-orientation. The next step was Phase I of LED Training of Trainers (ToT) which took place from April 21-25, 2014 in Vientiane, Lao PDR.

Baseline Data Collection

-Kayin Myanmar March 24-27

In order to provide effective capacity building program to target local development partners in EWEC project, a baseline study was conducted during March 24-27 in three project sites—Hpa-an, Khammouane and Quang Tri. The baseline collected data provided base line value indicators which will be used to measure the quality of RLED-EWEC Project and assist in setting milestone objectives for each work activity to define the target group for capacity development until 2015. It will, as well, confirm the verification source for each monitoring indicator.



Field officers visited 'Rice Value Chain Advisor' on Feb. 23 – March 1, 2014 in Khammoune Province, Lao PDR.



SDC team met with 'Organic Rice Farmer Group' on Jan. 30-31, 2014 in Namakba Village, Khammouane Province. Lao PDR.



Group photo taken during 'LED Compass Workshops' in Vietnam



MI Signs MoU with Sasin Japan Center of Sasin Graduate Institute of Business Administration, Chulalongkorn University – Bangkok, Thailand, January 27



MI recently signed a Memorandum of Understanding (MoU) with the Sasin Japan Center (SJC) of Sasin Graduate Institute of Business Administration at Chulalongkorn University. Dr. Jean-Pierre A. Verbiest, Interim Director of the MI, Mr. Madhurjya Kumar Dutta, Program Manager of MI's Trade and Investment Facilitation Program Department and Dr. Takamasa Fujioka, Head of Management Studies at Sasin Graduate Institute all expressed pleasure with this MoU as it will allow collaboration on long term research, consulting and training. The specific plans are aligned with each institution's interests and support the region's industrial, social and cultural interests and needs. The goals will be advanced through joint seminars, workshops and training as well as business matching activities. Having successfully organized the SME Clusters Promotion and Investor Forum at the SJC in Bangkok on March 19, 2014, MI and SJC are looking forward to developing future projects.

MI Signs MoU with Swedish Standards Institute – Bangkok, Thailand, January 27

Swedish Standards Institute (SIS) signed an MoU with the MI on January 27. SIS, with support from the Swedish International Development Cooperation Agency (Sida), is implementing a project on trade promotion through standardization in the South and Southeast Asian regions (SESA). The project encompasses Nepal, Sri Lanka, Bangladesh and Pakistan as well as Cambodia, Lao PDR, Vietnam and Indonesia. Its main objective is to strengthen the capacities of National Standardization Organisations (NSOs), enabling them to engage actively in the ISO standardization process. The MoU will allow MI to support capacity building activities throughout 2014 in order to strengthen local ownership and sustainability of the project. Activities will be implemented by MI's Trade and Investment Facilitation Department. Collaboration between SIS and MI will mainly consist of:



- Training, workshops and seminars;
- Research;
- Exchanging of resource persons for trainings, workshops and seminars; and
- Exchanging information related to standards and standardization.

The Compilation of the Atlas of Geographic Names for the Lancang-Mekong Channel to Ease Navigation and Communications - MI, P. R. China, Lao PDR, Myanmar and Thailand

(Con't from page 1).



(Con't from 1st page).....for the geographic places serves as a prerequisite for executing the plan. As such, this standardization will promote the economic development of riparian regions, benefit area residents, and positively impact regional trade.

With funding from P. R. China and in collaboration with the Department of Transport of Yunnan Province, MI implemented the Project, which brought together 14 experts from transportation and navigation agencies from four participating countries to attend a one-day consultation meeting on March 2, 2014. These officials subsequently conducted a six-day, joint, on-the-spot survey with facilitation and logistical coordination provided by an International Consultant, Dr. Sudhisakdi Manibhandu and MI team members from March 3-8, 2014.

The aim was to review and ensure common understanding of locations as well as find a way to standardize names for geographic features, including villages, towns, wharfs, ports, and



rapids. Findings were then synthesized during a half-day workshop on March 8. Keeping in mind the project's end goal of facilitating regional trade with greater ease, establishing an atlas depicting navigation channel charts with standard Romanized names was a crucial first step.



GUEST VISITS



New Zealand Students from the Arcadia University Visit—Jan. 31, 2014



Khon Kaen University International College Visit—Jan. 7, 2014



Asian Institute of Technology (AIT) Visit—Feb. 4, 2014



MINZAS



Mekong Institute-New Zealand Ambassador's Scholarship (MINZAS) Program – Research Methodology Training – MI, Khon Kaen, Thailand,

February 17-March 13

The MINZAS Program, funded by the New Zealand Embassy in Bangkok, initiated its third cohort from the second week of February where 12 Master's Degree students from Cambodia (4), Lao PDR (3), Myanmar (3) and Thailand (2) attended the four-week training course on research methodology.

The course aims to assist participants in forming academically sound research proposals. The completion of the the training on March 13 will also enhance their research capacities prior to conducting fieldwork. During the welcome meeting with the New Zealand Ambassador in Bangkok on February 17, H.E. Tony Lynch, expressed his support for the program and believes that the scholars will bring more successes for the benefit of themselves as well as their country.

PROJECT

MEKONG INSTITUTE Working Paper Series

Development issues in the GMS have been studied by researchers around the world, but only a handful of this work has been done by

citizens of GMS member countries. Through the MINZAS Project, the MI is trying to overcome this challenge by providing supports to the young scholars from the region in producing thier



researches and publishing thier studies. The Institute's "Working Paper Series" (WPS) features research into the development process by local scholars, representing a "look at the inside" by those who live in the sub-region.

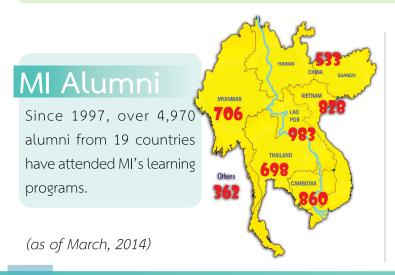
Topics studied cover a wide range of issues, from agriculture (e.g., value chains, contract farming, climate variation) to the economy (e.g., the impact of FDI, and the effects of trade liberalization).

To receive a free copy and a complete list of these working papers, please contact *Mr. Seang Sopheak* at *sopheak@mekonginstitute.org* or +66 (0) 43 202 411 Ext. 4103



MI CALENDAR FROM APRIL TO AUGUST 2014

Training of Trainers (TOT) on Local Economic Development with Inclusive Growth and Gender Integration Capitalized Workshop	Training	April 21 - 25
TOT Program on Promoting Cluster Development Agents	Training	May 19 - 23
Assessment of Impact on Rural Economic Development and Rural Livelihoods of Economic Corridor Development in the Greater Mekong Sub-Region (GMS)	Research	May 24 - June 8
Structured Learning Visit (SLV) on Improving Cross-border Agriculture Value Chain	SLV	May 26 - 30
TOT Program on SME Cluster and BDS Market Development for Rice in Khammouane, Lao PDR	Training	May 26 - June 2
TOT Program on SME Cluster and BDS Market Development for Coffee in Quang Tri, Vietnam	Training	May 26 - June 2
Regional Training Course on "Project Design and Planning in the Context of GMS Cooperation and Integration"	Training	June 3 - 12
Modular Training Program on "Entrepreneurship Development and Small and Medium Sized Enterprise Promotion" Hpa-An, Kayin State, Myanmar	Training	June 9 - 13, 2014
Regional Workshop cum SLV on Successful Contract Farming	Workshop cum SLV	June 16 - 20
The 2 nd Project Steering Committee Meeting of the Regional and Local Economic Development on East-West Economic Corridor Project – RLED-EWEC, Dong Ha City, Quang Tri, Vietnam.	Meeting	June 24 - 27
TOT on Trade Policy Development and Negotiation	Training	June 30 - July 4
TOT Program on Forming and Strengthening Farmers' Groups	Training	June 30 - July 11
1 st TOT on Group Management and Operational Mechanism, MI	Training	June 30 - July11
Modular Training Program on Business Research and CCI Information Management	Training	July 7 - 11
Training cum SLV on Strengthening Co-ordinated Cross-border System on Agriculture Trade	Training cum SLV	July 14 - 19
Youth Camp Practical Training in Modern Farming System for Young Agriculturists	Special Project	July 7 - Aug 1
Multi Stakeholder- Policy Dialogue - on AEC Intergration	Policy Dialogue	July 16 - 17
Workshop cum SLV on North-South Economic Growth (NSEC)	Workshop cum SLV	July 28 - Aug 3
TOT on GAP and Postharvest Practices in Fresh Produce	Training	Aug 4 - 13
Research Workshop on Benefits of Contract Farming to Smallholder Farmers	Workshop	Aug 11 - 12
TOT on Enhancing the Utilization of FTA by SMEs	Training	Aug 18 - 22
GAP Training Synthesis and Evaluation in Cambodia	Training	Aug 19 - 21
International Seminar cum Business Matching on Silk Sector Development in the GMS	Seminar	Aug 27 - 28



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