

ASIAN DEVELOPMENT BANK

TAR: OTH 37725

TECHNICAL ASSISTANCE

(Cofinanced by the Japan Special Fund and United Nations Environment Programme)

FOR

**CAPACITY BUILDING FOR PROMOTING SUSTAINABLE
DEVELOPMENT IN THE GREATER MEKONG SUBREGION**

November 2004

ABBREVIATIONS

GMS	–	Greater Mekong Subregion
MDG	–	Millennium Development Goals
NIA	–	national implementing agency
NSDS	–	national sustainable development strategy
RRC	–	Regional Research Center for Asia and the Pacific
TA	–	technical assistance
UNEP	–	United Nations Environment Programme
WGE	–	working group on environment

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting	–	Targeted intervention
Classification		
Sector	–	Agriculture and Natural Resources
Subsector	–	Environment and Biodiversity
Themes	–	Environmental Sustainability, regional cooperation
Subthemes	–	Environmental Policy and Legislation, Natural Resource Conservation

NOTE

In this report, \$ refers to US dollars.

I. INTRODUCTION

1. The Greater Mekong Subregion (GMS) was organized in 1992 to facilitate sustainable economic growth and to improve the living standards of its people. The GMS includes Cambodia, Lao People's Democratic Republic, Myanmar, Thailand, Viet Nam, and Yunnan Province of the People's Republic of China. Also in 1992, the GMS countries made a commitment, through Agenda 21, to pursue an integrated policy to achieve sustainable development objectives, i.e., mutually reinforcing economic development, social equity, and environmental conservation. Chapter 8 of Agenda 21¹ called upon countries to develop national sustainable development strategies (NSDSs). Five years later, the Rio+5 Summit² reiterated the need to formulate the NSDSs. And at the World Summit on Sustainable Development 5 years later again, the GMS countries committed to the Johannesburg Plan of Implementation,³ which called upon them to formulate NSDSs and begin its implementation by 2005.

2. The GMS countries have promulgated many strategies and policies on economic growth, social welfare, and environment conservation. However, an integrated methodology has generally not been used and resulted in few practical approaches. During the Ninth Meeting of the GMS Working Group on Environment in December 2003, the country representatives recognized the importance of strengthening and institutionalizing the preparation and implementation of sustainable development strategies on a national and subregional basis. The representatives unanimously supported the overall concept of the proposal on Capacity Building for Promoting Sustainable Development in the Greater Mekong Subregion⁴ to meet this need, to assist in meeting the Millennium Development Goals' (MDGs) requirements, and to complement work being done through the ADB-financed Strategic Environment Framework II.⁵

II. ISSUES

3. The Rio Conference recommended that the NSDS process be built on existing social, economic, and environmental policies and plans. Over the last decade, countries in the GMS have formulated many policies and programs relating to economic growth, social welfare, and environment conservation. These include the: Socio-Economic Development Plan (1996–2000) and National Environmental Action Plan (1998–2003) in Cambodia; National Environmental Action Plan (1993) in the Lao People's Democratic Republic; National Policy and Prospective Plan for the Enhancement and Conservation of National Environment Quality (1997–2016) in Thailand; Strategy of Socio-Economic Development 2010 and Strategy of Environmental Protection 2010 in Viet Nam; and Agenda 21 (1994) in the People's Republic of China. GMS countries have also developed a comprehensive poverty reduction strategy. Most GMS countries acknowledge that a better coordinated and formalized relationship between their planning and environment institutions is needed to build on existing processes and to produce more viable strategies.

4. Given the commitments made to Agenda 21, the MDGs, and the Johannesburg Plan of implementation, each GMS country needs to develop an NSDS by 2005. To achieve this, it is

¹ In 1992, the World Summit on Sustainable Development, often referred to as the "Rio Summit," adopted the Agenda 21 as a blueprint toward pursuing sustainable development for the 21st century.

² In 1997, the Rio+5 Summit was held in Johannesburg to follow up on progress made on the implementation of Agenda 21.

³ The action plan to implement the recommendation of the Rio+5 Summit.

⁴ The technical assistance first appeared in *ADB Business Opportunities* (internet edition) on 04 February 2004.

⁵ ADB. 2002. *National Performance Assessment and Subregional Strategic Environment Framework in the Greater Mekong Subregion*. Manila.

essential to develop strong mechanisms to mainstream the environment into national planning and budget processes. These mechanisms may be different in each country but would build on relevant processes such as poverty reduction strategies, national environmental action plans, or competitiveness strategies. A coherent mechanism would integrate existing processes, eliminate redundancies, and engage participation from the government, business, and civil society. Existing processes in the GMS have generally not been able to effectively mainstream the environment into national planning and budget processes. Long-term vision, transparency, and clear priorities have proven elusive. Mechanisms established to address economic, social, environmental, and development issues were set up in isolation of each other. This integration needs to start immediately to meet existing commitments.

5. The GMS countries agreed at the Rio+5 Summit that a multistakeholders structure providing government, business, and civil society a common platform would be useful in developing a more practical NSDS. Participatory processes need to be relevant, focused, and appropriately inclusive to fulfill their potential. A strong participatory process needs to be formalized in the GMS countries to broaden input and strengthen ownership of these mechanisms.

6. Many of the economic and environmental challenges facing the GMS involve more than one member country by their very nature. Whether it is a shared watershed, airshed, forest resources, coastline, or wetlands, some issues demand a regional approach. Comprehensive planning for the sustainable development of natural resources in the GMS will need to take on a regional or subregional scope. With the exception of the Mekong River Commission and its mandate, no subregional planning mechanism or platform for discussion exists to address these transboundary issues. An institutional framework needs to be developed to provide a platform to identify and address common medium- and long-term goals, pursuant to the MDGs, as well as to evaluate progress in these areas through agreed indicators.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

7. The purpose of this technical assistance (TA) is to build capacity of GMS countries to integrate social, economic, and environmental objectives into existing planning mechanisms for sustainable development on both national and subregional levels. Outputs include (i) a diagnostic assessment of existing policies, strategies, planning mechanisms, and capacities; (ii) consultations and training workshops for stakeholders on integrating sustainable development objectives into existing policies and strategies; (iii) country-specific guidelines for preparing the NSDSs; (iv) country-specific guidelines, including institutional frameworks for public participation in integrated planning processes; (v) an institutional framework for a subregional planning mechanism on environment issues; (vi) a report to establish indicators for evaluating regional sustainable development planning; (vii) a report on connecting sustainable development planning to help GMS countries meet their MDGs; and (viii) a subregional sustainable development strategy to provide vision, goals, and targets for sustainable development in GMS.

B. Methodology and Key Activities

8. Several consultative and training workshops will be held to help develop guidelines and build capacity for integrating environment into economic planning. International and local consultants will work with governments and stakeholders in the GMS countries to (i) develop generic guidelines on national sustainable development planning and related participatory

mechanisms; (ii) provide in-country training to stakeholders on process and content of sustainable development and sustainable development strategy, to facilitate improved participatory processes related to mainstreaming environment into national planning and budget processes; (iii) develop country-specific guidelines for national sustainable development planning, including roles, principles, elements, and processes; (iv) develop country-specific guidelines for participatory mechanisms, defining roles, political commitment, legal mandates, composition, structures, functions, funding, and reporting procedure; (v) help establish a participatory mechanism at the national level following the guidelines; (vi) help develop national processes to integrate sustainable development principles into existing policies and strategies so countries can develop NSDSs; (vii) generate national action plans on capacity building to mainstream environment into economic development planning; (viii) help develop an institutional framework for GMS countries to discuss and address transboundary issues through a participatory process; (ix) develop a concept paper on common indicators to evaluate the progress of sustainable development strategies; (x) develop a report quantifying near- and medium-term targets necessary for GMS countries to achieve their MDG 7, and (xi) develop and operate a GMS web site on the integrated sustainable development planning processes.

9. Inception, diagnostic, and/or training workshops will be organized in each participating country to facilitate the process of identifying needs and building capacities among government, private sector, and major groups. The state of sustainable development will also be reviewed during the training workshop. Capacity building will help build awareness, enhance committed participation, share information, and promote knowledge and understanding on sustainable development. An outline for country-specific guidelines on participatory processes and integrating environment into the national development planning processes will be developed during the training workshop. Each GMS country will be responsible for selecting of suitable participants, representing all stakeholders, in the training workshop.

10. Participating countries will initiate a process to establish a multistakeholder structure following specific guidelines outlining the role, political commitments, mandate, composition, structure, and functions. This structure should be composed of members from governments, private, and major groups as identified in Agenda 21. The number of members will be decided by the national government.

11. The process of developing guidelines and a system for an NSDS will include (i) reviewing policies and strategies relating to economic, social, and environment; (ii) assessing the scope of integrating principles of sustainable development into existing strategies; (iii) building on strategies to achieve convergence, complementarities, coherence, and coordination between frameworks, including poverty reduction strategic papers and national environment action plans; (iv) developing a strategy planning framework that has a long-term vision of sustainable development with clear goals and objectives; (v) engaging all important line ministries; (vi) effectively involving the private sector and civil society in the process; and (vii) reviewing and finalizing the NSDSs through national consultations and participatory mechanisms.

12. The process of developing guidelines and a system for a subregional sustainable development strategy will include developing a mechanism to (i) identify common and transboundary issues through a participatory process; (ii) analyze key challenges and their links with global and national levels and underlying causes; (iii) analyze the actual or potential short- and long-term impacts of approaches to deal with them, and corresponding policy and institutional framework; (iv) facilitate participation of concerned stakeholders in the process; and

(v) develop a regional sustainable development strategy with an aim to achieve long-term sustainability in the region.

C. Cost and Financing

13. The total cost of the TA is estimated at \$800,000. ADB will provide \$500,000 equivalent on a grant basis from the Japan's Special Fund, funded by the Government of Japan. The United Nations Environment Programme (UNEP) will provide additional funding of \$200,000. The GMS governments will make in-kind contributions in the form of office space, local travel, remuneration of counterpart professional and support staff, cost of data acquisition, office facilities and utilities, use of available equipment, and all data. These contributions are estimated at \$100,000 in total. Detailed cost estimates are presented in Appendix 2.

D. Implementation Arrangements

14. ADB will be the Executing Agency for the TA. A steering committee for the TA will be established with representatives of the GMS countries, ADB, and UNEP and will be chaired by ADB representative. Members from the GMS countries will be selected from national organizations serving either on the GMS Working Group on Environment or as a national implementing agency (NIA) for the TA. Steering committee meetings will be held before important subregional and national activities are undertaken and will take place either in actual meetings or through teleconferencing. A project monitoring feedback mechanism and regular reporting will facilitate effective implementation of the TA. NIAs will assist in information gathering, analysis, and local logistics.

15. The TA secretariat will be established at the UNEP Regional Research Center (RRC) in Bangkok. A full-time TA coordinator will be appointed by UNEP-RRC and financed by UNEP. Consultants will be recruited in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Office space and basic office equipment will be provided by UNEP and implementing agencies in GMS countries. Computers and software approved for use during the TA will be procured by ADB through the TA secretariat in accordance with ADB's *Guidelines for Procurement*. The terms of reference for consulting services are outlined in Appendix 3 and the implementation schedule is given in Appendix 4. An NIA will serve as the national focal point in each participating country responsible for implementing the project. The host country will identify the NIA in cooperation with ADB.

16. The TA will be completed in 2 years, commencing in November 2004 and ending in September 2006. The inception report will be discussed in a workshop in the third month after the mobilization of the TA coordinator. Quarterly progress reports will be prepared by the TA secretariat, published on the RRC web site, and discussed via the Internet. The interim report summarizing the progress and outlining the continuing work will be discussed in a 3-day interim review workshop in June 2005. The final workshop, to discuss the final report, will be held in June 2006. To ensure that the TA will be well implemented, ADB, in consultation with UNEP, will monitor and periodically review the progress of its implementation through (i) quarterly progress reports; (ii) a review workshop held every year with participation from the countries, the steering committee organizations, and other potential funding organizations; and (iii) at least three review missions, particularly to review the inception, interim, and draft final reports.

IV. THE PRESIDENT'S DECISION

17. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$200,000 to be financed on a grant basis by the United Nations Environment Programme, and (ii) ADB providing the balance not exceeding the equivalent of \$500,000 on a grant basis, for the Capacity Building for Promoting Sustainable Development in the Greater Mekong Subregion, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumption and Risks
<p>Goal Environmental issues mainstreamed into development and budget planning processes in the Greater Mekong Subregion (GMS)</p>	<ul style="list-style-type: none"> • GMS governments implementing integrated national sustainable development strategies by 2008. • GMS governments using a framework for subregional sustainable development planning by 2008. 	<ul style="list-style-type: none"> • Policy dialogue with national Governments and the GMS Working Group on Environment (WGE) • Review of planning and budget documents by the Asian Development Bank 	
<p>Purpose Existing social, economic, and environment planning mechanisms for development integrated into sustainable development planning processes on both national and subregional levels</p>	<ul style="list-style-type: none"> • GMS governments have identified and adopted national processes to integrate social, economic, and environment planning • Subregional framework designed and approved by GMS countries • Training provided to relevant stakeholders in all participating countries on integrated strategy process • GMS governments and relevant stakeholders adapt or adopt systems, as necessary, to institutionalize participatory approach to sustainable development planning • National consultations between stakeholders facilitated on integrating planning processes and related participatory processes so countries can produce national sustainable development strategies (NSDSs). 	<ul style="list-style-type: none"> • Policy dialogue with national Governments and GMS-WGE • Reports of training workshops and national consultations • Reports of project fact-finding and review missions • Review of national councils on sustainable development • Review of NSDSs 	<p>Assumptions</p> <ul style="list-style-type: none"> • Follow-through needed to apply integrated planning processes • High-level government commitment and political support • Consensus can be reached on subregional planning mechanism • Participation of relevant stakeholders in the process

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Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumption and Risks
<p>Output</p> <ul style="list-style-type: none"> • Diagnostic assessment of existing planning mechanisms and capacities • Training workshops for stakeholders on integrating environment into economic strategies • Country-specific guidelines for integrated planning and budget processes • Country-specific guidelines for public participation in integrated planning processes • Institutional framework for subregional sustainable development strategy • Indicators report plus report on link with Millennium Development Goals (MDGs) • Draft subregional sustainable development strategy • Operational GMS web site on integrated planning processes 	<ul style="list-style-type: none"> • Multistakeholder participation, including line ministries, business, and civil society, in training and consultations • National action plans on building capacity to mainstream environment into economic planning • Persuasive guidelines for integrated planning and budget identified • Persuasive guidelines for participatory process are identified • Compelling framework for subregional planning identified and reviewed by GMS-WGE • Persuasive reports on indicators to evaluate regional sustainable development planning and relationships to MDGs prepared and reviewed by GMS-WGE • Persuasive vision, goals, and targets for sustainable development in GMS • Web site operational and kept current by July 2005 	<ul style="list-style-type: none"> • Workshop, consultation, and training proceedings • Secretariat interaction with participating countries and stakeholders • Review of NSDS • Reports of national council on sustainable development • Review of subregional sustainable development strategy • Technical assistance (TA) review missions • GMS-WGE review, comment, and approval of strategy • On-line review 	<p>Assumptions</p> <ul style="list-style-type: none"> • Inputs from stakeholders on guidelines and reports • Workshop participants reflect reasonable representation of line ministries, civil society organizations, and business • Broad consensus reached at consultations and training
<p>Activities</p> <ul style="list-style-type: none"> • National and subregional diagnostic workshop 	<ul style="list-style-type: none"> • At least one subregional and five national diagnostic workshops for stakeholders and government completed by 	<ul style="list-style-type: none"> • Internal TA monitoring of implementation schedule 	<ul style="list-style-type: none"> • Agencies share information freely • Relevant stakeholders identified and

Continued on next page.

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumption and Risks
<ul style="list-style-type: none"> • National and subregional training workshops • Consultations on, and drafting of guidelines for integrated planning and budget processes • Consultations on and, drafting of, guidelines on national and subregional participatory processes for integrated planning • Advisory support for GMS officials preparing integrated national and/or subregional strategies • Consultations in designing GMS web site on integrated processes • Prepare report on national and regional indicators to measure implementation • Analyze how integrated processes can support GMS countries meet their MDGs 	<p>April 2005</p> <ul style="list-style-type: none"> • At least one subregional and five national training workshops for stakeholders and government by March 2006 • At least one subregional and five national consultations for stakeholders and government by September 2006 • At least one subregional and five national consultations for stakeholders and government by September 2006 • Draft guidelines on integrating planning and environment processes and draft guidelines on related participatory processes • Report on web design recommendations from consultative meetings • Recommended indicators prepared and reviewed by GMS-WGE • Completed analysis of how support for the integrated planning process can assist countries to meet their MDGs, reviewed and endorsed by GMS-WGE. 	<ul style="list-style-type: none"> • Review of reports from all training and consultative workshops • Review of NSDSs • Reports of national councils of sustainable development • Review of subregional sustainable development strategy • Draft and final web sites • Review draft and final reports • Review draft and final reports 	<p>engaged</p>
<p>Inputs</p> <ul style="list-style-type: none"> • Consultants <ul style="list-style-type: none"> (i) International (ii) Domestic 	<ul style="list-style-type: none"> • \$30,000 (2 person-months) • \$144,000 (24 person-months) 	<ul style="list-style-type: none"> • Project implementation process • TA review missions 	<ul style="list-style-type: none"> • Adequate and timely provision of counterpart budget, staff, and facilities

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Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumption and Risks
(iii) Travel/per Diem • Reports/Printing • Equipment • Training, Seminars, and Conferences • Research and Data Collection • Secretariat and Administrative support • Contingencies Local staff time, office, transport, and travel	<ul style="list-style-type: none"> • \$80,000 • \$132,000 (11 final reports) • \$25,000 • \$218,000 (20 deliveries) • \$8,000 (reports, maps, documents) • \$30,000 • \$33,000 (4.7%) 100,000 (from GMS governments)		

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Cost
A. Japan Special Fund Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	30.00
ii. Domestic Consultants	69.00
b. International and Local Travel	55.00
c. Reports and Communications	57.00
2. Equipment	0.00
3. Training, Seminars, and Conferences	
a. Facilitators	18.00
b. Training Program	60.00
c. National and Subregional Consultations	140.00
4. Surveys	8.00
5. Miscellaneous Administration and Support Costs	30.00
6. Contingencies	33.00
Subtotal (A)	500.00
B. United Nations Environment Programme Financing	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	0.00
ii. Domestic Consultants	75.00
b. International and Local Travel	25.00
c. Reports, Communications, Printing	75.00
2. Equipment	25.00
3. Training, Seminars, and Conferences	
a. Facilitators	0.00
b. Training Program	0.00
c. National and Subregional Consultations	0.00
4. Surveys	0.00
5. Miscellaneous Administration and Support Costs	0.00
6. Contingencies	0.00
Subtotal (B)	200.00
C. Government Financing^b	
1. Staff Time of National and Other Implementing Agencies	50.00
2. Office Accommodation and Transport	25.00
3. Remuneration and Per Diem of Counterpart Staff	25.00
4. Others	0.00
Subtotal (C)	100.00
Total	800.00

^a Funded by the Government of Japan.

^b Governments of Cambodia, Lao People's Democratic Republic, Thailand, Viet Nam, and Yunnan Province, People's Republic of China.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. International Consultant on Integrated Economic and Environmental Development Planning (2 person-months, intermittent)

1. This consultant will be based in the Regional Research Center of the United Nations Environment Programme (UNEP) in Bangkok. The consultant's tasks will include, but not be limited to, the following:

- (i) Conduct national and regional training on integrating social, economic, and environment planning mechanisms for development into sustainable development processes so countries can produce national sustainable development strategies (NSDSs).
- (ii) Conduct national and regional training on participatory processes for sustainable development planning.
- (iii) Review existing mechanisms in the Greater Mekong Subregion (GMS) countries for social, economic, and environment planning. Prepare country-specific and regional guidance for integrating planning processes so countries can produce NSDSs. Prepare country-specific and regional guidance on participatory processes for the integrated sustainable development planning.
- (iv) Prepare a diagnostic assessment of existing planning mechanisms and capacities in each participating GMS country. Help countries to prepare national action plans to build capacity to mainstream the environment into economic planning.
- (v) Formulate an institutional framework for a subregional mechanism for environmental planning.
- (vi) Prepare a report on indicators to evaluate subregional sustainable development planning and tie-in of sustainable development planning to the Millennium Development Goals.

B. Domestic Consultants

2. Domestic firms will be engaged for 48 person-months over a period of 1.5 years in participating GMS countries to help with national and subregional sustainable development planning and related participatory processes. Their tasks will include, but not be limited to the following:

- (i) Assist in training and consultation on integrated sustainable development planning and related participatory processes so countries can produce NSDSs. Compile feedback and information for the preparation of country-specific guidelines on both issues.
- (ii) Provide guidance, advice, and assistance to GMS countries preparing or strengthening integrated social, economic, and environment plans so countries can produce NSDSs. Provide comments on draft national reports.
- (iii) Document and assess all the policies and strategies relating to economic development, social welfare, and environmental conservation. Evaluate the level of integration and gaps. Address ways to improve integration if warranted.
- (iv) Provide guidance, advice, and assistance to GMS countries preparing or strengthening participatory processes for integrated sustainable development planning.

- (v) Identify indicators to measure progress in implementing integrated sustainable development plans.
- (vi) Identify capacity gaps and ways to build capacity to integrate social, economic, and environment planning.
- (vii) Work out a tentative budget and timeframe for implementing sustainable development policies and strategies.
- (viii) Identify all the common and transboundary GMS issues. Document all the policies, strategies, action plans, and institutions relating to common and transboundary issues. Address ways of integrating the principles on sustainable development in the existing policies and strategies.
- (ix) Help prepare a draft institutional framework for a subregional planning mechanism on environment issues. Recommend indicators to measure progress in implementing policies and strategies addressed through this mechanism. Identify needs and solutions for building capacity to implement the framework. Estimate tentative budget and timeframe to make the framework operational.
- (x) Assist the Executing Agency in organizing national and subregional training and consultations. Prepare a report that documents gaps, recommendations, and positions taken.
- (xi) Build local contacts and partnerships at national and local levels for information collection, production, and distribution. Assist in the development of all guidelines resulting from this TA.
- (xii) Contribute national input to the report on indicators to evaluate subregional sustainable development planning and the linking of sustainable development planning to the Millennium Development Goals.
- (xiii) Prepare, for review by the implementing agency, the TA coordinator, and the international consultant, brief monthly progress notes and an end-of-assignment report providing activity output indicators and making recommendations.
- (xiv) Help prepare the draft subregional sustainable development strategy that provides vision, goals, and targets for sustainable development in the GMS.

IMPLEMENTATION SCHEDULE

Projects and Activities	2004				2005				2006		
	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q
1.0 National Sustainable Development Strategy for GMS											
1.1 Initiate discussion with respective governments, donors, and major groups	■	■									
1.2 Development and finalization of MOU				■	■	■					
1.3 Initiate inception cum training meeting in each country				■	■	■					
1.4 Finalize strategy paper on near-medium targets for meeting Millennium Development Goals				■	■	■					
1.5 Prepare country specific guidelines on NCSD and NSDS				■	■	■					
1.6 Assist in establishing NCSD in each country				■	■	■	■				
1.7 Hardware and software support								■	■		
1.8 Assist in developing NSDS report								■	■		
1.9 Finalize indicators report					■	■	■				
1.10 Organize national consultation on draft NSDS								■	■	■	
1.11 Review on NSDS draft								■	■	■	■
1.12 Finalize NSDS report and printing								■	■	■	■
1.13 Launching of NSDS									■	■	■
2.0 Subregional Sustainable Development Strategy for GMS											
2.1 Initiate discussion with respective governments, donors, and major groups	■	■									
2.1 Development and finalization of MOU				■							
2.2 Initiate inception meeting for subregion				■							
2.3 Assist in developing SSDS report					■	■	■				
2.4 Prepare policy paper on indicators					■	■	■				
2.5 Organize subregional consultation on draft SSDS								■	■		
2.6 Review on SSDS draft								■	■	■	
2.7 Finalize SSDS report and printing									■	■	■
2.8 Launching of SSDS										■	■

GMS=Greater Mekong Subregion, MOU=memorandum of understanding, NCSD=National Council for Sustainable Development, NSDS=National Sustainable Development Strategies, Q=quarter, SSDS=Subregional Sustainable Development Strategy.