

**Ministry of Planning and Investment, Lao PDR**

**United Nations Development Program**

**United Nations Environment Program**

**POVERTY ENVIRONMENT INITIATIVE in Lao PDR**

## **Inception Report**

**Short Term International Consultant**

**23 November 2009**

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## Abbreviations

AWP	Annual work plan
GOL	Government of Lao PDR
GPAR	Governance and Public Administration Reform Project
IPD	Investment Promotion Department, MPI
ISP	Integrated spatial planning
MAF	Ministry of Agriculture and Forestry
MPI	Ministry of Planning and Investment
NLMA	National Land Management Authority
NSEDP	National Socioeconomic Development Plan
PEI	Poverty Environment Initiative
QWP	Quarterly work plan
SNRMPEP	Sustainable Natural Resource Management and Productivity Enhancement Project (ADB/IFAD)
TOR	Terms of reference
WREA	Water Resource and Environment Administration

## Preface

This is the Inception Report of Dr. Alfred Birch, Short-term International Consultant (Consultant) for the Poverty Environment Initiative in Lao PDR. The report is submitted one week after mobilization and covers a brief review of terms of reference, project work plan, priorities for initial activities and a review of initial issues and recommendations.

The Consultant wishes to thank those who have helped with the initiation of this assignment. In particular, Mr Manothong Vongxay, Deputy Director General of the Investment Promotion Department, MPI and his staff, Ms Linda Norgrove, UNDP-UNEP Environment Unit Chief and Mr Rico Tuor, UNDP, have provided valuable assistance.

# 1 Terms of Reference

The Consultant's Terms of Reference (Annex 1) indicate that the main responsibilities are:

1. Strategic guidance and advice to the Government of Lao PDR to develop effectively consider poverty-environment in national planning and investment processes, and
2. Provision of technical, capacity building and institutional support to the Government to implement the Poverty-Environment Initiative in Lao PDR:

The first set of responsibilities includes provision of technical, capacity building and institutional strengthening support to the Government on poverty-environment linkages and the importance of their consideration within national planning and investment processes. The Consultant is also to ensure the development of cross-project linkages with other relevant projects and programmes and to promote information sharing and facilitate dialogue within the donor community by supporting the Government to initiate consultative meetings and prepare briefs and policy papers on poverty-environment linkages.

The second set of responsibilities more specific activities, such as drafting necessary strategic documents concerning project implementation, ensuring participation and involvement of relevant stakeholders in project activities, timeliness and quality of the outputs, and delivery of resources and results according to planned targets.

The TOR indicate that the key activities to be undertaken by the Consultant under the PEI Output 1 include (but are not limited to):

1. Support development of technical policy briefs on priority themes of the 7<sup>th</sup> NSEDP;
2. Strengthen capacities to integrate key poverty-environmental issues into national and sub-national planning guidelines and sectoral strategies and support the implementation of the guidelines through joint workshops at the national and sub-national level;
3. Assess the needs for developing poverty-environment indicators to strengthen the 7th NSEDP monitoring & evaluation system through close collaboration with the Statistics Department and the National Statistics Bureau.

The key activities to be carried out under Output 2 include (but are not limited to):

1. Initiate the baseline assessment of the investment at the sub-national levels including social and environmental impacts;
2. Initiate assessment of training needs at sub-national levels to manage investments;
3. Provide joint technical advisory and capacity building to screen and negotiate investments and to monitor and enforce investment compliance;

The Consultant discussed the details of these TOR with UNDP and the Investment Promotion Department (IPD) during a meeting on 16 November. The following alternatives were put forward for discussion.

**Option 1**

1. Preparation of paper on assessment of national level investment process, with particular emphasis on hydropower, mining and industrial sectors (Quarterly work plan 2.1.1)
  - a. Institutional arrangements, including role of MPI, WREA and others, linkage to provincial and district level. Comment on coordination mechanisms (QWP 2.1.7)
  - b. Comment on legislation, strategies, plans, approval processes, monitoring and enforcement. Comment on use of integrated spatial planning (QWP 2.1.6)
  - c. Recommendations for PEI and for role and capacity building in IPD
  - d. Initial draft paper will be prepared and distributed for comments by 17 December
2. Participate in discussion of provincial investment management based on L. Pommier paper. Attend part of field trip with ADB regarding SNRMPEP and discuss coordination of projects. Attend workshop in Saravan 25 – 26 November. (QWP 2.2.1)
3. Provide limited comments and advice on:
  - a. Provincial coordination mechanisms and provincial investment strategies (QWP 2.2.2 and 2.2.3)
  - b. Implementation decree of the Investment Law. (QWP 2.1.2)
  - c. Model contracts (QWP 2.1.4)
  - d. Corporate social responsibility (CSR) practices (QWP 2.1.6)
  - e. Options for online database (QWP 2.1.9)

**Option 2**

1. Focus of attention on items 2 – 3 above, working closely with PEI team to ensure successful cooperation and workshops primarily at the provincial level.
  - a. Assist in preparing agendas, presentations, follow-up actions
  - b. Provide short papers on provincial coordination and investment strategies, implementation decree of the Investment Law, model contracts, CSR, on-line data base and other required topics.
2. No assessment paper on national level investment management process.

It was decided during the 16 November meeting that “Option 2” should be selected. Because of the limited time available for the Consultant’s input, an effort should be made to support the planned work with Savannakhet and Saravan provinces rather than initiating a new line of work dealing with national investment management processes.

It was also indicated that the Consultant should focus on the PEI Output 2 regarding strengthening the capacity of national and provincial authorities to plan and manage investments, rather than on Output 1 which will deal with integration of poverty-environment linkages in the 7<sup>th</sup> NSEDP.

## 2 Workplan, 4<sup>th</sup> Quarter 2009

### 2.1 Workplan Adjustment

The Quarter 4 Workplan (QWP) for 2010 for the PEI outlines a series of activities which were planned for the October – December 2009, in keeping with the PEI Framework document and annual workplan. The QWP focuses on Output 2 and shows the following Outputs:

1. Output 2.1 National level capacities strengthened to manage investment processes in a manner that minimized negative environmental impacts and maximizes social benefits.
2. Output 2.2 Provincial level institutional capacities strengthened for sound investment management
3. Output 2.3 Provincial level organizational and individual capacities strengthened for sound investment management
4. Output 2.4 Monitoring and enforcement of investment compliance
5. Output 2.5 Community consultation in investment management

Details of the related actions, timeframe, responsible party and budget are shown in the QWP.

Based on the QWP, the project team prepared a more detailed schedule of activities for November and December, showing the following (with related preparation and travel times):

1. 19 – 20 November: ADB Mission in Savannakhet (Sustainable Natural Resource Management and Productivity Enhancement Project - SNRMPEP), discussion of PEI provincial responsibilities.
2. 25 – 26 November: Workshop: Discuss investment management, Savannakhet plus participants from Saravan. (QWP 2.2.1)
3. 4 December: Consultation workshop on developing the Implementation Decree for the new Investment Law, Vientiane. (QWP 2.1.2)
4. 7 December: Workshop on “corporate social responsibilities”, to promote good business practice, Vientiane (QWP 2.1.8)
5. 10 December: Consultation workshop on support for development of provincial investment strategies. (QWP 2.2.3)
6. 11 and 14 December: Assessment of monitoring and enforcement requirements at provincial level for investment contracts (including capacity needs) (QWP 2.4.1)
7. 15 December: Meeting with key line agencies to initiate the development of a coordinated monitoring and enforcement plan. (QWP 2.4.2)
8. 18 December: Consultation workshop on preparing and implementing model contracts for different types of agriculture related investments, best practices and evaluation, Savannakhet. (QWP 2.1.4)

While there were no concerns with this ambitious list of activities during the 16 November meeting with UNDP and IPD, a number of discussions and subsequent developments have taken place which suggest that it would be appropriate to postpone or change some of the planned activities or to add some new activities:

1. The ADB mission regarding the SNRMPEP will not travel to the southern provinces in the 19 – 24 November period. A meeting between UNDP and ADB representatives has been planned for 23 November and the consultant and a representative of IPD have been invited to attend.
2. It was agreed at the 16 November meeting between IPD, UNDP and the Consultant that the 25 – 26 November workshop should include a Provincial Inception Workshop for Saravan and Savannakhet provinces. Although some representatives from these provinces attended the National Inception Workshop on 25 September, there is a need to fully introduce and kick-off the PEI in these provinces. The Provincial Inception Workshop should therefore be added to the workplan.
3. A conference telephone call was held on 16 November with Paul Steele (Environment Advisor, UNDP Regional Center, Bangkok), Linda Norgrove, Rico Tuor and the Consultant. It was indicated during that call that one of the priorities of the present assignment is to begin to develop appropriate, sustainable “systems” for GOL investment management. The Consultant understands that these may include both administrative systems (such as work planning, monitoring, budgeting, and staffing / training) and institutional arrangements. Contact will be made with the UNDP GPAR project in Saravan province to pursue this objective. It was indicated that identifying and planning these systems might mean that some of the scheduled activities shown above would have to be delayed to the next quarter. It was also agreed that the Consultant would spend one day visiting the UNDP Regional Center in Bangkok at the beginning of his second mobilization. The expected date of this visit is 11 January.
4. A meeting was held on 20 November with Mr Outakeo Keodouangsinh, Director of the IPD Legal Affairs Division. It was indicated that work is still underway on the Implementing Decree for the Investment Law, particularly concerning some sensitive issues regarding land rights for foreign investors and the management of economic zones. As a result it is premature to plan a consultation workshop on this topic. The Consultant and IPD representative indicated that the PEI would be happy to facilitate such a workshop if the need arises in the future.
5. A meeting was held on 20 with Linda Norgrove, Rico Tuor and the Consultant to discuss work progress. It was agreed that the planned workshops need to be well prepared, including time to collect information and identify workshop presenters (and time for them to prepare presentations). A number of contacts need to be made with parallel projects and initiatives to promote cooperation and collect information. The result may also be that some of the originally scheduled activities may have to be delayed to the next quarter.
6. Work needs to be started soon to develop the 2010 Annual Work Plan (AWP) and Quarter 1 2010 work plan. These work plans should be based on the PEI framework and should include any work deferred from Q4 2009.
7. The new Long-Term International Consultant is expected to mobilize by the beginning of February 2010 or possibly earlier. The Long-term and Short-term consultant should



overlap their missions by about one week to ensure a smooth transition and quicker start up for the Long-term Consultant's work.

As a result of these considerations, it is recommended that the following work priorities should be pursued in the November – December and January – February period.

1. 25 November: Inception Workshop in Savannakhet, including representatives from Saravan. The workshop will be chaired by a senior representative of IPD. The Consultant will present the highlights of Output 2 and lead a discussion on provincial investment planning and management issues and priorities for PEI activities.
2. 26 November: Workshop on provincial investment management. This workshop will be based largely on the report "Management of Investments in Natural Resources in the Provinces and Operational Linkages between PEI and SNRMPEP" by Ludovic Pommier. Mr Pommier is unable to attend but the Consultant will present the results of his investigation and lead a discussion on PEI priorities in this light.  
  
An opportunity will be taken to speak to provincial officials during this two-day event to determine which of the remaining proposed workshop topics are most important to them and for which other presenters can be identified. The proposed workshop topics to discuss with the provincial officials include: i) corporate social responsibility, ii) provincial investment strategies, iii) investment monitoring and enforcement requirements, and iv) model contracts for agriculture.
3. 9 – 10 December (likely dates): Workshop in Saravan on one or two of the selected topics, depending on provincially identified priorities and available information and presenters. The topic of this workshop will be confirmed in advance in consultation with IPD and UNDP.
4. December: Prepare draft 2010 AWP and Q1 WP.
5. December: Consultant will prepare and submit a progress report covering the results of the November – December mobilization. This report will also give initial findings and recommendations on the establishment of appropriate and sustainable systems for PEI implementation at the national and provincial levels.
6. January (date to be confirmed): A second workshop will be held on another priority investment management topic within the scope of the PEI. This workshop is also likely to be held in a provincial location, to be determined. If the mobilization of the Long-term International Consultant takes place early enough, it may be possible to include here in this workshop as a means of orientation and introduction.
7. End-January and beginning-February. Long-term and Short-term Consultants will overlap their inputs and will use the time to facilitate a smooth transition.
8. February: Consultant will prepare and submit a final report on activities, accomplishments and issues / recommendations for his full PEI input.

It is expected that some additional activities will be added for the January – February period as needs and opportunities arise.

In conjunction with this proposed workplan, the Consultant's planned dates of mobilization are:

1. First trip: 16 November – 17 December (Vientiane and provinces)
2. Second trip: 11 January – 3 February (11 January: Bangkok, 12 January – 3 February: Vientiane and provinces)

In line with this proposed workplan and the TOR, the reports to be submitted will be:

1. Inception Report (the present report)
2. Progress Report (at or shortly after the end of the November – December mobilization)
3. Final Report (at the end of the January – February mobilization).

## 2.2 Working Approach

Throughout this work, the Consultant will take an active consultation approach, seeking full interaction with national and provincial officials involved in various aspects of investment management, natural resource and environmental management and social safeguards and poverty reduction. He will also seek to maximize communication and cooperation with other relevant projects and donor agencies. The consultant will also seek to maximize capacity building in IPD, other parts of MPI, WREA and other national agencies and corresponding provincial offices. This will be done by encouraging good two-way communication and hands-on training of counterparts.

While the AWP and QWP provide an agreed framework for PEI activities, it appears that more could be done to organize activities and agreed outputs into a series of themes and to create working groups or teams for each of these. For example, the workplans indicate that integrated spatial planning (ISP) is a priority. This objective could be pursued under a theme such as "Technical Tools for Coordinated Planning". A small working group could be formed, consisting of representatives of MPI, NLMA, MAF, WREA and other key agencies. A situational assessment report could be prepared, key outputs identified, expertise mobilized and training undertaken.

Related to this approach, a careful assessment of institutional arrangements needs to be made. A subject such as ISP needs to be based in agencies which have a mandate for this type of technical function. MPI may be a user of technical ISP services and staff would need to be familiar with how ISP works and how to use these tools. It would not, however, need to duplicate the ISP systems of other technical service agencies. Another important aspect of institutional assessment is to clarify the national, provincial and district roles. For a subject like ISP there needs to be a clear, approved plan on what functions should be carried out at the national level (such as custodianship of geographic data and related analytical tools) and at the provincial and district level (such as data collection and use of ISP products). The institutional aspects of ISP and other theme areas should be dealt with in the early stages of the situational assessment and definition of detailed output targets.

These topics will be discussed with PEI participants and elaborated further in the Consultant's mid-December progress report and February final report.

## Annex 1: Terms of Reference, PEI Short-term International Consultant

INTERNATIONAL CONSULTANT: POVERTY-ENVIRONMENT INITIATIVE IN LAO PDR	
Location :	Vientiane, Lao PDR
Application Deadline :	18 <sup>th</sup> October 2009
Additional Category	Environment and Energy
Type of Contract :	CA
Languages Required :	English
Starting Date	November 2009
Expected Duration of Assignment :	Approx. 10 wks in Q4 of 2009

### Background

Lao PDR is situated at the heart of the Greater Mekong Sub-region (GMS) bordering all the other five GMS countries (Cambodia, People's Republic of China, Myanmar, Thailand and Viet Nam). Lao PDR is currently classified as a 'Landlocked and Least Developed Country' (LLDC) and is considered by the international community to be one of the poorest countries in the world. With an estimated per-capita income of US \$580, a population of around 5.7 million, and a land area of 236,800 km<sup>2</sup>, Lao PDR has significant natural resources, including forestry and minerals, as well as hydropower potential. In spite of a declining share, agriculture is still the largest sector in the Lao economy, contributing 42 percent to the country's Gross Domestic Product (GDP) in 2006 and employing nearly 80 percent of the labour force. At the national scale, natural resources contribute to three quarters of the per capita GDP, more than 90% of the employment, almost 60% of exports and foreign exchange earning, just under a third of government revenues and nearly half of foreign direct investment inflows.

Lao PDR is currently faced with key environmental challenges including deforestation, biodiversity loss, depleting fish stocks, inadequate access to clean water and sanitation to rural populations, inappropriate use of chemicals and climate change and natural disasters. The Millennium Development Goals 2008 Mid-Term Report for Lao PDR

indicates that MDG7 is unlikely to be met by 2015 without significant and substantial efforts on behalf of the Government of Lao PDR and donors. Given the close linkages between environmental health and poverty, levels of malnutrition, health, income and others, sustainable natural resource management is critical for the Lao PDR to achieve the MDGs.

The recent rapid influx of Foreign Direct Investment has been an important source for government revenues and force for accelerating economic growth. In 2008, USD 2,807 million of FDI has been implemented with a further USD 659 million approved over a combined 146 projects. The increasing demand from other countries for Lao PDR's abundant natural resources is further accelerating the pace of the exploitation of these resources frequently, with many associated challenges. This rapid development of investment activities is putting increasing pressure on the environment and the natural resource base upon which many rural people rely for their livelihoods. These investments currently include agricultural plantations, mining, hydropower, wood and wood products as well as major infrastructure and industrial development projects.

In order to support the efforts of the Government of Lao PDR in addressing these poverty-environmental challenges, the Joint UNDP-UNEP Poverty Environment Initiative (PEI) will focus on strengthening capacity of targeted central and provincial authorities to integrate poverty-environment concerns and opportunities in key development planning processes. The Initiative is not one stand-alone project but has been designed primarily to provide targeted support to ongoing programmes. The PEI Framework outlines four outputs to achieve the expected outcome of PEI Lao PDR. Firstly, PEI will strengthen poverty-environment linkages in the 7th NSEDP, supporting evidence-based and policy relevant research in a manner that places environmental sustainability at the core of the government's development planning practices. Secondly, support will be provided to the Investment Promotion Department of the Ministry of Planning and Investment (MPI) and provincial authorities to manage investments in a manner that seeks to minimize social and environmental impacts. Thirdly, a programme of support to the Water Resources and Environment Administration (WREA) will seek to strengthen Environmental and Social Impact Assessment (ESIA) processes. Finally, PEI will target the National Assembly to enhance their awareness of poverty-environment issues and to strengthen the capacities of National Assembly members to actively integrate poverty-environment considerations when reviewing policies and legislation. The proposed timeframe for PEI Lao PDR is 31 months: May 2009 to end December 2011.

Under the overall guidance of Director General of the Investment Promotion Department of MPI in coordination with the Director General of the Planning Department of MPI, the Consultant will be responsible for the effective delivery of the PEI Framework, in particular, the Output 1 (Strengthening Poverty-Environment Linkages in the 7th National Socio Economic Development Plan) and Output 2 (Management of investment for poverty reduction and environmental sustainability). The Consultant will be situated within the Investment Promotion Department of MPI to perform day-to-day management of the Output 2 and provide advice and support to the effective implementation of the Output 2. The Consultant will also provide expert inputs to the PEI component of the existing NSEDP project as outlined in the Output 1.

The day-to-day work of the Consultant will be guided by Director General of the Investment Promotion Department and Director General of the Planning Department

of MPI to ensure the effective implementation of the project work plans and enhance national ownership and results. The management of the Consultant's performance assessment will be the responsibility of the MPI and UNDP Environment Unit, working in consultation with the project stakeholders.

### **Duties and Responsibilities**

#### **1. Strategic guidance and advice to the Government of Lao PDR to develop effectively consider poverty-environment in national planning and investment processes:**

- Provide technical, capacity building and institutional strengthening support to the Government on poverty-environment linkages and the importance of their consideration within national planning and investment processes.
- Provide policy advice, strategic guidance and knowledge-sharing related to poverty-environment linkages to the Government.
- Ensure the development of cross-project linkages with other relevant projects and programmes for mutually reinforcing impact.
- Promote information sharing and facilitate dialogue within the donor community by supporting the Government to initiate consultative meetings and prepare briefs and policy papers on poverty-environment linkages.

#### **2. Provision of technical, capacity building and institutional support to the Government to implement the Poverty-Environment Initiative in Lao PDR:**

- Draft necessary strategic documents concerning project implementation, such as policy papers, and work plans etc.
- Ensure the participation and involvement of relevant stakeholders in project activities.
- Ensure the timeliness and quality of the outputs as well as timely preparation of reports on achievements and challenges faced within the project.
- Ensure delivery of resources and results according to planned targets.
- Promote identification and synthesis of best practices and lessons learned for organizational sharing and learning.
- Key activities to be undertaken by the Incumbent under Output 2 of the PEI Framework include (but are not limited to):
  - Initiate the baseline assessment of the investment at the sub-national levels including social and environmental impacts;
  - Initiate assessment of training needs at sub-national levels to manage investments;
  - Provide joint technical advisory and capacity building to screen and negotiate investments and to monitor and enforce investment compliance;
- Key activities to be undertaken by the Incumbent under Output 1 of the PEI Framework include (but are not limited to):
  - Support development of technical policy briefs on priority themes of the 7<sup>th</sup> NSEDP;
  - Strengthen capacities to integrate key poverty-environmental issues into national and sub-national planning guidelines and sectoral strategies and support the implementation of the guidelines through joint workshops at the national and sub-national level;

- Assess the needs for developing poverty-environment indicators to strengthen the 7th NSEDP monitoring & evaluation system through close collaboration with the Statistics Department and the National Statistics Bureau.

### **Approach**

In conducting the consultancy, the consultant is expected to:

- Develop the consultancy activities together with Government counterparts in the Investment Promotion Department and Planning Department of the Ministry of Planning and Investment.
- Work together with relevant stakeholders, which will include private sector, international non-governmental organizations, local communities, and others.
- Review relevant literature, including documents, reports, reviews, etc.
- Undertake regular meetings and support the work and inputs of the other national consultants contracted to support Government under the PEI.
- Support Government to organize and conduct workshops with all relevant stakeholders, to build partnerships and collaboration and raise awareness, as needed.
- Organize and realize field visits, as needed.

### **Expected outputs**

#### **i. Inception Report**

A short document should be prepared during the first week of the consultancy that includes: an outline of the methodology to complete the tasks; list of completed document review; and timetable for development of activities (field visits, training events, production of ToRs, etc). This document will be based on the signed AWP for 2009.

#### **ii. Progress Reports**

The incumbent is expected to work on a daily basis with MPI, and to be available to participate in fortnightly meetings and to formally update MPI and UNDP/UNEP on the progress of his / her work.

#### **iii. Final Report**

A final report will be delivered at the end of the consultancy, and will summarize activities realized, results obtained, and key recommendations for the development of the PEI within MPI during 2010.

## Annex 2: Initial Activities

### Meetings

The following meetings have been held during the Consultant's first week (16 – 21 November 2009).

Date	Meeting
<b>16 November</b>	1. Initial briefing: Ms. Linda Norgrove, Mr Rico Tuor – UNDP
	2. Mr Manothong Vongxay, DDG/IPD and IPD staff; Ms Linda Norgrove, Mr. Rico Tuor – UNDP
	3. Conference call: Paul Steele, Linda Norgrove, Rico Tuor
<b>19 November</b>	1. Mr Peter Jensen, SEM2 Project, WREA
<b>20 November</b>	1. Ms. Linda Norgrove, Rico Tuor
	2. Mr Outakeo Keodoungsinh, Director of Legal Division, IPD, MPI
	3. Mr Stephane Vigie, Deputy Resident Representative, UNDP Lao PDR
	4. Ludovic Pommier

### Documents Reviewed

The following documents have been reviewed during the same period.

Documents Reviewed
<b>Drakenberg, O. et al., 2009, "Greening Development Planning: A Review of Country Case Studies for Making the Economic Case for Improved Management of Environment and Natural Resources", OECD Environment Working Papers, No. 5</b>
<b>Hanssen, Cor, September 2007, "Lao Land Concessions, Development for the People?", presented at International Conference on Poverty Reduction and Forests: Tenure, Market and Policy Reforms</b>
<b>Ministry of Planning and Investment Lao PDR, UNDP Lao PDR, UNDP/UNEP Regional PEI Team, June 2009, "Poverty Environment Initiative, Investment in Lao PDR, Minimizing the Social and Environmental Impacts, Proposed Program of Support to the Investment Promotion</b>

<b>Department, Ministry of Planning and Investment”</b>
<b>Ministry of Planning and Investment, Water Resources and Environment Administration, UNDP Lao PDR, UNDP/UNEP PEI, (no date), “Poverty Environment Initiative (PEI) Framework in Lao PDR”</b>
<b>Pommier, Ludovic, July 2009, “Management of Investments in Natural Resources in the Provinces and Operational Linkages between the PEI (UNDP/MPI) and the SNRMPEP (IFAD/ADB)”</b>
<b>SEM2 Project, Preliminary draft material on “integrated environmental and social obligations”</b>
<b>UNDP-UNEP Poverty-Environment Initiative, 2008, “Making the Economic Case, A Primer for Mainstreaming Environment in National Development Planning”</b>
<b>UNDP-UNEP Poverty-Environment Initiative, March 2009, “Mainstreaming Poverty-Environment Linkages into Development Planning: A Handbook for Practitioners”</b>
<b>Voladet, Saykham, 2009, “Sustainable Development in the Plantation Industry in Laos, An Examination of the Role of the Ministry of Planning and Investment”, IUCN / International Institute for Sustainable Development</b>
<p><b>Websites on:</b></p> <ul style="list-style-type: none"> <li>• <b>Equator Principles – A Benchmark for the Financial Industry to Manage Social and Environmental Issues in Project Financing</b></li> <li>• <b>Global Reporting Initiative</b></li> <li>• <b>ISO - International Organization for Standardization</b></li> <li>• <b>Principles for Responsible Investment (UN)</b></li> <li>• <b>United Nations Global Compact</b></li> </ul>