



Brunei Darussalam-Indonesia-Malaysia-Philippines
East ASEAN Growth Area
(BIMP-EAGA)

Implementation Blueprint

2012–2016



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Contents

Abbreviations	iv
Introduction: Background, Concept, and Guiding Principles	1
Background	1
From the Roadmap to the Implementation Blueprint	2
Principles Guiding the Implementation Blueprint	4
Strategic Pillars	5
Strategic Pillar 1: Enhanced Connectivity	5
Development of Priority Infrastructure Projects in the Economic Corridors	7
West Borneo Economic Corridor	9
Greater Sulu Sulawesi Corridor	10
Other Priority Infrastructure Projects	11
Factors to Consider in Further Developing the EAGA Corridors	11
Improvement of Air, Sea and Land Transport Linkages	11
Power Interconnection and Development of Renewable Energy	13
Information and Communication Technology	13
Trade Facilitation	14
Strategic Pillar 2: Food Basket Strategy	16
Food Security	16
Export Development	18
Sustainable Livelihood	18
Strategic Pillar 3: Tourism Development	19
Community-Based Ecotourism Development	19
Marketing and Promotion	20
Strategic Pillar 4: Environment	20
Sustainable Management of Critical Ecosystems	22
Climate Change Adaptation and Mitigation	22
Promotion of Clean and Green Production Technologies	22
Addressing Priority Transboundary Issues	22

Implementation Arrangements	24
Flexibility for Project Inclusion in the Implementation Blueprint and Rolling Pipeline	24
New Institutional Structure	24
Improvements in Institutional Mechanisms	26
Results-Based Monitoring	27
Concluding Remarks	29
Appendixes	
1. BIMP-EAGA Implementation Blueprint Project List by Strategic Pillar, 2012–2016	32
2. BIMP-EAGA Implementation Blueprint 2012–2013: Two-Year Rolling Pipeline by Strategic Pillar, 2012–2013	47

Abbreviations

ADB	–	Asian Development Bank
AEC	–	ASEAN Economic Community
APM	–	Action Plan Matrix
ASEAN	–	Association of Southeast Asian Nations
BIMP-EAGA	–	Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area
CBET	–	community-based ecotourism
CIQS	–	customs, immigration, quarantine and security
CTI	–	Coral Triangle Initiative
FBS	–	food basket strategy
FC	–	facilitation center
GSSC	–	Greater Sulu Sulawesi Corridor
HOB	–	Heart of Borneo
IB	–	implementation blueprint
ICT	–	information and communication technology
MOU	–	memorandum of understanding
MM	–	ministerial meeting
MPAC	–	Master Plan for ASEAN Connectivity
MTR	–	mid-term review
NS	–	national secretariat
PIP	–	priority infrastructure project
PPP	–	public-private partnership
R&D	–	research and development
RoRo	–	Roll-on-Roll-off
RRP	–	rules, regulations, and procedures
SMEs	–	small and medium-sized enterprises
SOM	–	senior officials' meeting
SOP	–	standard operating procedures
SSME	–	Sulu Sulawesi Marine Ecoregion
WBEC	–	West Borneo Economic Corridor
WG	–	working group

Note: In this report, “\$” refers to US dollars unless otherwise stated.

Introduction: Background, Concept, and Guiding Principles

Background

The Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area (BIMP-EAGA) subregional cooperation program was established in 1994 to address the socioeconomic development of less developed, marginalized and far-flung areas; and narrow the development gaps across and within the subregion. Geographically, the subregion covers the entire Sultanate of Brunei Darussalam; nine provinces in Kalimantan and Sulawesi, the island chain of Maluku, and Papua (Indonesia); the Federal States of Sabah and Sarawak and the Federal Territory of Labuan (Malaysia); and the entire island of Mindanao (26 provinces) and the island province of Palawan (Philippines). These areas are among the poorest in their respective countries; but they are linked by a long history of trade and economic relations which has been going on for centuries with barter as a major form of trade until just a few decades ago. The long-term goal of the program is to change the economy of BIMP-EAGA from one based on resource extraction to one based on higher-order processing and non-resource-based activities. The underlying strategy is to mobilize the private sector as the engine of growth, with the governments providing the facilitative environment that would allow the promotion of private sector investments.

Following the Asian financial crisis of 1997, renewed interest in BIMP-EAGA cooperation emerged in 2001, resulting from the recognition that changes in the regional and global economic environment now more greatly affect the subregion's own development perspective. The 12th Senior Officials' Meeting (SOM)/9th Ministerial Meeting (MM) in Balikpapan, Indonesia, in November 2004, agreed to formulate the BIMP-EAGA Roadmap to Development 2006–2010 (Roadmap), which identified broad strategic thrusts for the subregion and cluster/sector-specific targets that will guide implementation of BIMP-EAGA projects and activities. The Roadmap indicated four specific objectives, namely: to promote intra- and extra-industry trade in selected priority sectors, to coordinate the management of natural resources, to coordinate the planning and implementation of infrastructure support, and to strengthen the BIMP-EAGA structures and mechanisms for effective implementation of the Roadmap.

The targets of the Roadmap to increase trade, investment, and tourism within EAGA during the 5-year period (2006–2010) were more or less achieved; however, the implementation of the Roadmap achieved modest progress. In October 2010, the 15th Ministerial Meeting decided that since the strategic thrusts of the Roadmap were still relevant and valid, the successor document should be the Implementation Blueprint (IB) covering the period 2012–2016 in order to focus on project implementation that would generate concrete results toward realizing the subregional

program's objectives. The Mid-Term Review (MTR) of the Roadmap, conducted in 2008, had in fact observed that project preparation and implementation needed to be strengthened and improved significantly. Thus, the IB was designed to enhance the implementation of the strategic thrusts of the BIMP-EAGA Roadmap.

The need to accelerate project implementation in BIMP-EAGA has also taken a wider context in view of the ASEAN Economic Community (AEC), which is targeted to be realized in 2015. The proximity of the AEC target date has compelled a more careful thinking on how BIMP-EAGA, as a subset of ASEAN, can contribute more directly toward the AEC goals by establishing closer linkage between the initiatives of BIMP-EAGA with those of ASEAN. The imperative to establish more meaningful linkages between subregional programs and ASEAN has intensified recently with the launching of the Master Plan for ASEAN Connectivity (MPAC). The wide-ranging regional economic integration initiatives of ASEAN are likely to have important ramifications on the medium- to long-term strategic goals of BIMP-EAGA. Moreover, rapid and dramatic changes in the global economy have underscored the need to reinforce regional cooperation in trade and investment as a means to cushion the vulnerability of the countries to external shocks.

From the Roadmap to the Implementation Blueprint

The Roadmap to Development 2006–2010 set the vision, mission, goals, and strategies of the BIMP-EAGA program. The ultimate goal of BIMP-EAGA is to narrow the development gap across and within the EAGA member countries. The Roadmap's immediate goals were to increase trade, investments, and tourism within the subregion with the following targets by 2010: (i) increased intra- and extra-trade among EAGA focus areas by 10%, (ii) increased investments in the EAGA subregion by 10%, and (iii) increased tourism arrivals in the EAGA subregion by 20% .

To achieve the development goals and targets of the BIMP-EAGA subregional program, the Roadmap set the following strategic objectives:

- (i) promote intra- and extra-EAGA trade, investments, and tourism in selected priority sectors, namely: agro-industry and natural resources, tourism, transport, infrastructure and information and communication technology (ICT), with particular emphasis on small and medium-sized enterprises (SMEs) development in these sectors;
- (ii) coordinate the management of natural resources for sustainable development of the subregion;
- (iii) coordinate the planning and implementation of infrastructure support to economic integration, with active participation of the private sector; and
- (iv) strengthen the BIMP-EAGA institutional structures and mechanisms for effective implementation of the its roadmap and action plan.

Specific measures, programs, and projects under each of the above strategies were identified in an Action Plan Matrix (APM) that accompanied the Roadmap. However, the initiatives in the APM, while well-intended, consisted mostly of project ideas without sufficient details and operational plans. Although the APM was subsequently rationalized and reprioritized in the

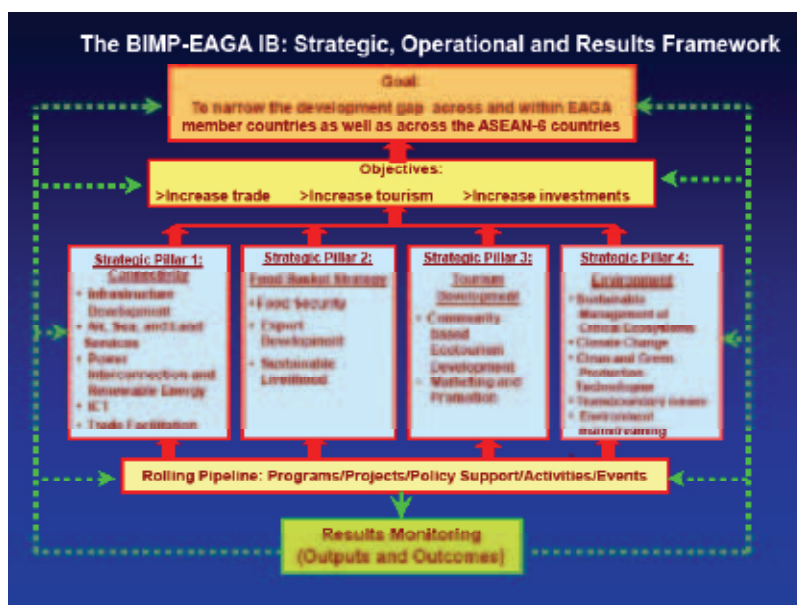
course of the MTR exercise and the meetings of the different working groups (WGs), important gaps remained that made it difficult to assess the responsiveness of the projects to the goals of the BIMP-EAGA subregional program.

Taking into account the recommendations of the MTR, as well as recent directives from the BIMP-EAGA summit and ministerial meetings, the member countries decided to streamline the strategic areas of the program into four pillars in order to focus and further consolidate various sectoral initiatives. The four pillars are:

- Pillar 1: Enhancing connectivity within BIMP-EAGA as well as with other regions outside of BIMP-EAGA
- Pillar 2: Establishing BIMP-EAGA as the food basket for ASEAN and the rest of Asia
- Pillar 3: Promoting BIMP-EAGA as a premier regional tourism destination
- Pillar 4: Ensuring the sustainable management of the environment

The IB is thus anchored on the four strategic pillars that will guide cooperation over the 5-year period 2012–2016 (**Figure 1**). In formulating the IB, the clusters and WGs identified priority projects from the rationalized APM that directly impact on the strategic pillars and that are relatively well-prepared in terms of having well-developed concept and financing plans.

Figure 1 BIMP-EAGA Implementation Blueprint: Strategic, Operational, and Results Framework



ASEAN = Association of Southeast Asian Nations, BIMP-EAGA = Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area, ICT = information and communication technology.

Notes:

1. The Implementation Blueprint is based on the objectives in the Roadmap to Development 2006–2010, revised action plans, and subsequent decisions on new strategic thrusts.
2. ASEAN-6 countries include Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, and Thailand.

Projects that are ready to be implemented (i.e., those which have secured financing and have developed specific implementation plans) were included in the 2-year rolling pipeline of projects, which will be updated yearly. This mechanism allows close monitoring of project preparedness to ensure that pipeline projects move into the implementation stage, and that ongoing projects are successfully completed.

Principles Guiding the Implementation Blueprint

Following the endorsement of the IB concept by the Strategic Planning Meeting in January 2011, the National Secretariat Meeting (NSM) in February 2011 subsequently endorsed the rationale, guiding principles, and contents of the IB. The guiding principles of the IB are as follows:

- (i) Subregional projects in the IB must complement national development plans and objectives; the IB should therefore be fully consistent with, and where feasible, build upon, the national development plans of the member countries.
- (ii) Social and environmental impacts on the livelihoods of people in remote areas should be considered in formulating projects, consistent with the objective of narrowing the development gap between the rich and poor areas within the EAGA member countries, and between the BIMP-EAGA focus areas.
- (iii) Projects in the IB should serve as catalysts for accelerating investments from the private sector, including from SMEs, which are the basic production units in BIMP-EAGA, and through innovative public–private partnership modalities, including for connectivity infrastructure.
- (iv) Private sector participation should be encouraged in the IB projects, since the private sector is a key driver of development in BIMP-EAGA; and governments should be able to harness the private sector's enormous potential to contribute to the development of the subregion. Projects with commercial potential should be identified where feasible to broaden private sector participation.

An overriding principle across the strategic pillars of the IB is the need to ensure proper sequencing and synergy of projects so that progress made under one pillar contributes to the delivery of the other pillars in a more coherent way. As connectivity increases and strengthens in terms of both hardware and software elements, collaboration in promoting in-country and cross-country tourism activities could be facilitated. Promoting BIMP-EAGA as the regional food basket would also depend on having adequate infrastructure connectivity that would facilitate the movement of goods and people, but at the same time, this could also have serious implications on the use of land, forest, and marine resources as sources of food supply. The cumulative impacts on the environment of increased economic activity along the corridors in relation to transport infrastructure, urbanization and its attendant impacts on air and water quality, land conversion, and the welfare of indigenous peoples, among others, must be carefully monitored and addressed. These are important considerations as the IB is carried forward and in developing future pipeline of projects.

Strategic Pillars

Strategic Pillar 1: Enhanced Connectivity

The BIMP-EAGA Roadmap to Development 2006–2010 identified infrastructure facilities improvement as one of the key measures needed to support the goals of increased trade, investment, and tourism. The improvement in infrastructure facilities will contribute to the enhancement of air, land, and sea transport systems within and among the EAGA member countries. Likewise, these are vital for the seamless movement of goods and people from EAGA and for its integration to ASEAN and the rest of the world. Essentially, this measure is a vital prerequisite in support of the other strategic pillars, while according due consideration to possible impact on the environment. The initiatives pursued under this pillar include (i) improvements in air, sea, and land connectivity; (ii) liberalized transport arrangements to specific EAGA destinations; (iii) improvements in information and communication technology (ICT) facilities and services; (iv) power interconnection; and (v) resource mobilization for infrastructure, including public–private partnership (PPP) schemes. During the 5-year implementation of the Roadmap, the focus has been on improvements in air, sea, and land connectivity through improved and liberalized services, and private-sector-led projects in ICT. No major regional physical infrastructure project has been implemented as part of the Roadmap.

At the Third BIMP-EAGA Summit held in Cebu, Philippines, in January 2007, the Leaders of the BIMP-EAGA countries called for the accelerated development of transport and energy infrastructure projects. Following the Leaders' directive, the 14th BIMP-EAGA Ministerial Meeting in Brunei Darussalam in August 2009 called for further accelerating the implementation of infrastructure development to bolster the economic development agenda of the subregion. A fast-track process of identification and endorsement of priority infrastructure projects was subsequently put in place by the Senior Officials Meeting in Putrajaya, Malaysia, in September 2009. The fast-track process would ensure a more systematic and “monitorable” process of identifying, programming, and implementing priority infrastructure projects. The Asian Development Bank (ADB), as BIMP-EAGA's regional development adviser, was requested to facilitate and coordinate the process of identifying these priority infrastructure projects.

The impetus given by the BIMP-EAGA Leaders to accelerating infrastructure connectivity in the subregion gained greater urgency and importance with the launching of the ASEAN Economic Community (AEC) in 2008 and the Master Plan for ASEAN Connectivity (MPAC) at the 17th ASEAN Summit in Ha Noi, Viet Nam, in October 2010. The ASEAN Leaders recognized that enhanced ASEAN connectivity is essential to achieve the AEC in order to make ASEAN more competitive and resilient. The MPAC reflects a detailed plan of action for

implementation during the period 2011–2015 to connect ASEAN through enhanced physical infrastructure (physical connectivity); effective institutions, mechanisms, and processes (institutional connectivity); and empowered peoples (people-to-people connectivity).

The MPAC takes into account the synchronization of ongoing sectoral strategies and plans of subregional programs with the ASEAN framework. These subregional programs include BIMP-EAGA, the Greater Mekong Subregion (GMS), and the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). Several BIMP-EAGA initiatives are covered, directly or indirectly, under MPAC's broad three-dimensional scope of physical, institutional, and people-to-people connectivity. For physical connectivity in particular, the following projects that are planned or in the pipeline are noteworthy:

- (i) The Sarawak to West Kalimantan Power Interconnection Project (between Malaysia and Indonesia) has been identified as a priority project in MPAC because of its high impact on ASEAN connectivity.
- (ii) Some priority infrastructure projects in EAGA would form part of the ASEAN Highway Network (AHN) which is targeted for completion and upgrading under MPAC; the projects include the Pontianak–Entikong Transport Link (Indonesia), and the Rehabilitation of Davao–General Santos Road (Philippines).
- (iii) The proposed BIMP-EAGA submarine fiber optic cable (also known as the BIMP-EAGA Rink) will potentially contribute to the planned ASEAN Broadband Corridor; it will also facilitate interconnection of telecommunication services in BIMP-EAGA, and expand connectivity networks with the rest of the Asian countries.
- (iv) BIMP-EAGA's plans to develop a regional nautical highway via the expansion of Roll-on Roll-off (RoRo) ferry network at priority ports (Glan–Tahuna; Zamboanga–Bongao, Tawi-Tawi; and Bongao–Sandakan), including the development of RoRo shipping and port services in selected EAGA ports, is consistent with MPAC's priority to consider the establishment of a RoRo network in ASEAN.

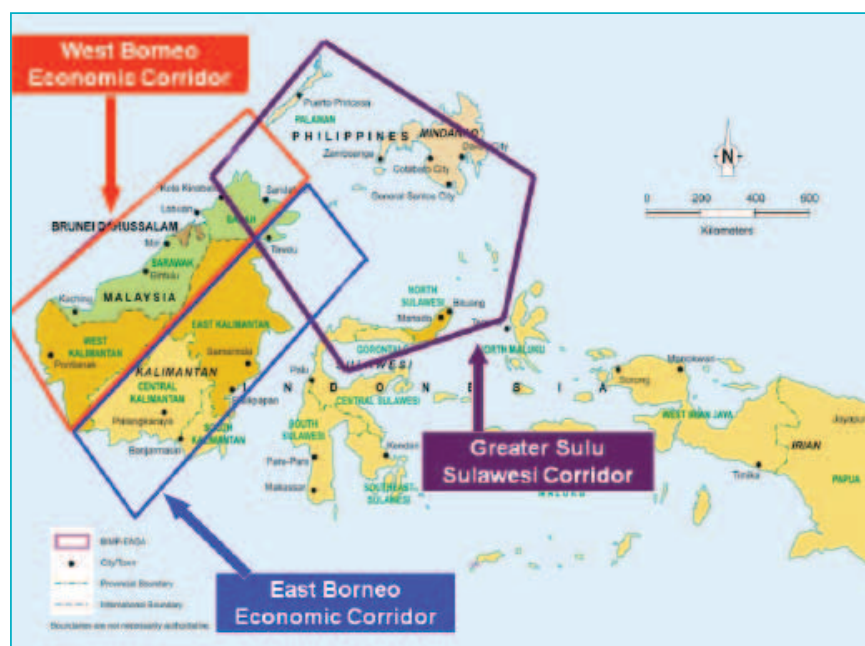
Apart from improvements in physical infrastructure, the objective of enhanced connectivity in EAGA also covers the software dimensions, with particular focus on transport and trade facilitation. The facilitation of cross-border movement of goods and services will not only maximize the investment returns on physical infrastructure projects; but it will also directly support the objectives of increased trade, investment, and tourism in EAGA; and facilitate the subregion's integration with the rest of ASEAN. Likewise, it will significantly contribute to achieving sustainable development and economic integration of the agro-industries and fisheries sectors to ensure food security and sustainable livelihoods of the people, and alleviating poverty in BIMP-EAGA; and to provide easier access to the subregion's major tourism destinations. EAGA's initiatives in transport and trade facilitation are also reflected in MPAC's priorities to operationalize ASEAN agreements in these areas.

The key components comprising enhanced connectivity as a strategic pillar of the IB, as shown in Figure 1, are: (i) development of priority infrastructure projects focusing on priority EAGA economic corridors; (ii) improvement of air, sea, and land transport linkages; (iii) power interconnection and development of renewable energy; (iv) improvements in ICT facilities and services; and (v) trade facilitation.

Development of Priority Infrastructure Projects in the Economic Corridors

To provide a more coherent spatial focus to BIMP-EAGA's connectivity strategy, the 4th BIMP-EAGA Summit in Singapore in November 2007 endorsed the development of economic corridors to better direct infrastructure investments to well-defined geographic spaces in the subregion. Economic corridors are geographically defined areas where synchronized and systematic development aims to facilitate the efficient cross-border movement of the factors of production; and stimulate trade, tourism, investment, and other economic activities. Infrastructure development is a prerequisite for an economic corridor to evolve, as it can help activate and accelerate cross-border activities; promote access to markets; reduce trade and transport costs; and facilitate growth between two or more production, export, or consumption points. The development of economic corridors in BIMP-EAGA is in line with the objectives of BIMP-EAGA's Roadmap to Development to promote physical and cross-border mobility. Economic corridor development would also enhance the subregion's competitiveness by linking production with supply chains, as well as the opportunities for small and medium-sized enterprises (SMEs). Two priority economic corridors were designated: the West Borneo Economic Corridor (WBEC) and the Greater Sulu Sulawesi Corridor (GSSC) (Figure 2).¹ It is significant to note that at its 4th Summit, BIMP-EAGA itself was declared as an economic corridor within ASEAN.

Figure 2 Priority Economic Corridors in BIMP-EAGA



¹ The Asian Development Bank (ADB) was requested to provide assistance in developing priority economic corridors in BIMP-EAGA. In December 2007, ADB approved regional technical assistance (RETA) 6441: Efficiency Improvement and Connectivity Strengthening in aSEA for this purpose. The project included an assessment of the viability of potential economic corridors based on existing and potential trade and tourism flows; it also identified potential public, private, and public-private sector investments in transport infrastructure and trade logistics development. The pre-investment study of infrastructure projects that concentrated on the priority economic corridors—WBEC and GSSC—was conducted under the transport component.

Under the fast-track process initiated in 2009, 12 priority infrastructure projects (PIPs) with total estimated cost of over \$1 billion have been identified to start implementation under the IB (**Table 1**). Brunei Darussalam and Malaysia have two projects each, and Indonesia and the Philippines have four projects each. Ten of the 12 projects are located in the two priority corridors, one project is located in the East Borneo Economic Corridor (EBEC), and one is an industrial estate. The 10 PIPs in the two corridors comprise critical interventions that address major development constraints along the corridor routes.

Table 1 BIMP-EAGA Priority Infrastructure Projects

Project Name	Estimated Project Cost (\$ Million)
BRUNEI DARUSSALAM	
Kuala Lurah Border Crossing Facility	8.00
Pandaruan Bridge	7.20
Subtotal for Brunei Darussalam	15.20
INDONESIA	
Tanjung Selor Border Road	130.60
Trans Borneo Power Grid: Sarawak to West Kalimantan Link –Indonesia Section	128.00
Pontianak-Entikong Transport Link	41.10
Tayan–Serawak Road Rehabilitation	35.50
Entikong Border Crossing Facility	5.60
Enhancing the Manado–Bitung Link	406.90
Manado Port expansion:	6.90
Manado-Bitung Toll Road	400.00
Subtotal for Indonesia	706.60
MALAYSIA	
Trans Borneo Power Grid: Sarawak to West Kalimantan Link –Malaysia Section	41.00
Lahad Datu Palm Oil Integrated Cluster	166.00
Subtotal for Malaysia	207.00
PHILIPPINES	
Expansion of Mindanao Ports Program I	147.80
Zamboanga Port Expansion	
Davao Port Expansion (Phase 1)	
Bongao and Sitangkai Port Expansion (Tawi-Tawi) Expansion	

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Table 1 *continued*

Project Name	Estimated Project Cost (\$ Million)
Palawan Ports Development Program	11.50
Brooke's Point Port	
Expansion of Puerto Prinsesa Port	
Expansion of Mindanao Ports Program II	46.45
General Santos Port (Makar Wharf) Expansion	
Davao Port Expansion (Phase 2)	
Glan Port Expansion	
Rehabilitation of the Davao–General Santos Road	21.30
Subtotal for Philippines	227.05
GRAND TOTAL	1,155.85

West Borneo Economic Corridor

The WBEC is comprised of Brunei Darussalam, West Kalimantan in Indonesia, and Sarawak and Sabah in Malaysia. It has a fairly established transport infrastructure and linkages from Pontianak in West Kalimantan to Kuching in Malaysia and Brunei Darussalam. The recently signed Memorandum of Understanding (MOU) under BIMP-EAGA on land transport extends direct transport links from Pontianak to Kota Kinabalu. Trade and investment within the corridor through traditional border crossing points are fairly well established. These strategic nodes include the Entikong–Tebedu, Sungai Tujuh–Miri, Kuala Lurah–Limbang, Limbang–Puni, and Lawas–Labu border crossings. The end points of the corridor—Pontianak in Indonesia and Kota Kinabalu in Malaysia—are gateways to regional and international markets.

The WBEC is considered as the oil and gas corridor of EAGA where three of four focal areas are major exporters of crude petroleum and natural gas. The corridor is also a major exporter of forestry products. There is also similarity in the imports of the focal areas, which include food, machinery and equipment, and manufactured goods. The focal areas share common trading partners, which are: Japan, the Republic of Korea, and the United States (US). Light manufacturing, palm oil processing, wood-based processing, and tourism are common areas of opportunities. Brunei Darussalam and Labuan (Malaysia) both have the potential of becoming financial hubs for the subregion.

The corridor extends approximately 1,500 kilometers (km) from Pontianak: first traveling east, and then north to the West Kalimantan/Sarawak Border; then north-east along the Sarawak federal trunk road (Trans Borneo Highway) to Miri; continuing northeast through Brunei Darussalam; then a very short stretch through Sarawak (Limbang), back to Brunei Darussalam (Tendurong), back through Sarawak (Lawas), and into Sabah, continuing northeast to Kota Kinabalu.

The three segments of WBEC are: (i) Pontianak Port (West Kalimantan, Indonesia) to Kuching Port (Sarawak, Malaysia); (ii) Kuching (Sarawak, Malaysia) to Bandar Seri Begawan (Brunei Darussalam); and (iii) Bandar Seri Begawan (Brunei Darussalam)–Kota Kinabalu (Sabah, Malaysia). The border crossing points are: Entikong–Tebedu, Sungai Tujuh–Miri, Kuala Lurah–Limbang,

Limbang–Puni, and Lawas–Labu. The gateways are Pontianak (Indonesia) and Kota Kinabalu (Malaysia)—gateways to regional and international markets- and Kuching (Sarawak, Malaysia). A number of these segments and border crossing points along the corridor are in need of improvements or upgrading. Those that have been identified for implementation in 2012–2013 include:

- (i) improvements in the Pontianak to Entikong Transport Link, which aims to improve connectivity between Indonesia and Malaysia via the WBEC through Tayan–Serawak; and the construction of the Entikong Border Crossing Facility;
- (ii) construction of the Kuala Lurah Border Crossing Facility, which will facilitate the trip from Brunei Darussalam, which stops at Kuala Lurah, by improving the facilities there to make it compatible with the new border post facility at Tedungan, Malaysia; and
- (iii) construction of the Pandaruan River Bridge, which will improve connectivity between Brunei Darussalam and Malaysia via the Trans Borneo Highway, and involve the construction of a 60-meter bridge to replace the ferry over Pandaruan River, which cannot operate efficiently because of the narrow stretch of the river.

Apart from improvements in physical infrastructure, connectivity along WBEC has been significantly improved as a result of the MOUs for the improvement of transport services links signed by the BIMP-EAGA Leaders in November 2007. These MOUs represent key milestones in the expansion of air linkages, sea linkages, and bus services. Pontianak and Kuching are now linked through regular air and bus services. RoRo ferry services are also being expanded between Brunei Darussalam and Sabah. With this new ‘sea’ bridge, container trucks and buses would be able to travel smoothly from Pontianak to Kota Kinabalu or anywhere in Sabah, passing through a limited number of border-crossing controls.

Greater Sulu Sulawesi Corridor

The GSSC is a maritime corridor covering North Sulawesi in Indonesia, Sabah in Malaysia, and Mindanao and Palawan in the Philippines. The GSSC is mainly determined by the geography of the Sulu Sulawesi seas. Very strong historical trade links characterize this corridor with trade concentrated between North Sulawesi and Mindanao and between Sabah and Mindanao. GSSC is also the nerve center of barter trade in EAGA where agriculture and aquaculture trade is fairly advanced. Major trading partners are similar to WBEC: Japan, the Republic of Korea, and the United States (US). Agribusiness products, food and fish processing, and tourism are the sectors that offer the highest potentials for the GSSC.

Transport connectivity in GSSC consists of port-to-port trade flows and shipping services within the Sulu Sulawesi Sea. Trade remains very limited among BIMP-EAGA partners in the GSSC, and there are few shipping services in the subcorridors. The imbalance between exports and imports also suggests relatively high freight rates, although there is evidence of a flourishing barter trade.

The GSSC has five segments or subcorridors, that include

- (i) Palawan Province (Philippines) to Sabah (tip of Borneo or Kudat);
- (ii) Zamboanga Peninsula (Philippines) to Sabah (east coast);
- (iii) Zamboanga Peninsula (Philippines) to Sabah (east coast) through the island provinces of Basilan, Sulu, and Tawi-Tawi in the Philippines;
- (iv) Davao area (Davao del Sur Province, Philippines); and
- (v) General Santos area (South Cotabato Province, Philippines) with North Sulawesi (Indonesia).

The gateway ports are at

- (i) Brookes' Point (Palawan, Philippines) and Kudat (Sabah);
- (ii) Zamboanga (Mindanao, Philippines) and Sandakan (Sabah);
- (iii) Zamboanga, Jolo, and Bongao (Mindanao) and Sandakan (Sabah); and
- (iv) Davao and General Santos (Mindanao, Philippines) and Manado and Bitung (North Sulawesi, Indonesia).

As regards transport services, regular air and shipping services are presently limited in the GSSC. Establishing air linkages between key transport nodes in the region, with the use of proper aircraft, is crucial to trigger business exchanges and trade in this maritime corridor. It is projected that the short- to medium-term demand for transportation will continue to be mainly passenger-related resulting from travel associated with family ties and employment.

Other Priority Infrastructure Projects

Two priority infrastructure projects in the IB that are not along the WBEC and GSSC are the Tanjung Selor Border Road in East Kalimantan (Indonesia) and the Lahad Datu Palm Oil Integrated Cluster in Sabah (Malaysia). The Tanjung Selor Border Road is along the East Borneo Corridor Economic Corridor. The project involves the construction of about 191 km of road from Tanjung Selor to the Malaysian border. The Lahad Datu Palm Oil Integrated Cluster is an industrial cluster envisaged to handle the processing of biomass from the oil palm industry and other oleo-chemicals from Sabah and the rest of the BIMP-EAGA subregion (Southern Philippines and Kalimantan) estimated at 1.5 million twenty-foot equivalent units (TEUs).

Factors to Consider in Further Developing the EAGA Corridors

The development of economic corridors is a complex process and requires planning beyond infrastructure connectivity. While the GSSC is mainly a maritime transport corridor, the development of the WBEC is still primarily focused on developing transport connectivity—or the basic stage of corridor development. Over the medium term, the BIMP-EAGA member countries should consider addressing other fundamental issues in economic corridor development such as cross-border facilitation measures; and development of logistics, towns and urban centers, nodes and gateways, enterprises, and business services. National initiatives will play an important role in addressing these dimensions to complement regional initiatives. These could be considered in developing and prioritizing future project pipeline.

Improvement of Air, Sea, and Land Transport Linkages

On account of EAGA's unique archipelagic state, linking air, sea, and land linkages is essential to complement improvements in physical infrastructure. Numerous priority air and sea routes have been identified in BIMP-EAGA during the past five years of implementation of the Roadmap. A significant accomplishment was the signing in 2007 of three landmark of the Roadmap MOUs on the expansion of air links, sea links, and cross-border travel of inland buses and coaches. Private sector response, especially among airlines and travel agencies, to these reforms was encouraging. Air links, in particular, have significantly expanded. A fourth MOU on transit and inter-state transport of goods was signed in 2009.

The routes that are covered under the MOUs are: for air, the designated routes and the 5th freedom ports; for sea, the gateway ports and the designated priority and pioneer routes; and for land, the designated disembarkation points for buses and coaches (both transit and inter-state). The designated points of entry and exit are shown in Appendix 1. Most of the designated routes for all three modes are located in the priority corridors.

Notwithstanding progress made through these MOUs, transport links for a number of important routes remain weak, and may require the strengthening of implementation and expanding connectivity measures. Implementing rules and regulations to implement the MOU on Cross-Border Movement of Commercial Buses and Coaches, as well as the MOU on Sea Linkages, will have to be formulated.

Under the IB for 2012–2016, initiatives will be undertaken to further strengthen the EAGA transport links. These initiatives include the following:

- (i) **Study on Enhancing BIMP-EAGA Transport MOUs.** A comprehensive study will be conducted to review the implementation issues of the MoUs on Air Linkages, Commercial Buses and Coaches, Sea Linkages, Transit and Inter-State Transport of Goods; identify the impediments in the implementation of the MOUs; and recommend appropriate measures for effective and sustained implementation of the MOUs.
- (ii) **MOU on the Utilization of Non-Conventional Sized Ships.** The MOU is being prepared to stipulate the guidelines on non-conventional sized ships to take into account the safety, security, environmental protection, and ship manning requirements of such vessels, as well as the related capacity building requirements.
- (iii) **Protocol to Amend the MOU on Air Linkages for BIMP-EAGA.** The amendment particularly involves the inclusion of additional points outside BIMP-EAGA under the original co-terminalization scheme, and allowing airlines to embark on more flexible routing and scheduling.
- (iv) **Study on the Rationalization and Design of Airport Incentives.** This project involves the study of current airport incentives in respect of all designated airports in BIMP-EAGA with the view of enhancing the sustainability of EAGA air services.
- (v) **Establishment of Rest and Recreation Centers along BIMP-EAGA Bus Routes at the Pan-Borneo Highway.** This project will facilitate and promote ease of travel along the Pan-Borneo Highway.

- (vi) **First Equator Asia Air Access Forum and Airline CEOs Summit.** The event will provide a forum for stakeholders in the public and private sectors to discuss future enhancements in air linkages in the subregion, in support of trade and tourism, among others.

Power Interconnection and Development of Renewable Energy

The development of the energy sector in BIMP-EAGA territories is generally uneven—some areas still rely on costly imported fossil fuel and require additional generation capacity while other EAGA territories have power surpluses of renewable energy that could be traded across borders if the transmission infrastructure were available. Interconnected power transmission systems within EAGA are therefore necessary not only to improve power reliability but to enhance overall economic efficiency throughout the subregion in an environmentally sustainable way. Within this context, the Energy Working Group has identified cross-border interconnection projects for cooperation between Sarawak and West Kalimantan and between Sarawak and Brunei Darussalam. They have also identified projects for cooperation in new and renewable energy resources, and energy efficiency and conservation initiatives.

The Trans Borneo Power Grid: Sarawak to West Kalimantan Link is a high priority energy project in the IB. It is one of the 12 PIPs under BIMP-EAGA's fast track process and is among the high priority projects in the MPAC. The project would contribute to the optimum use of regional energy resources: on the Sarawak side, surplus energy will be exported to West Kalimantan to generate additional income; and on the West Kalimantan side, the power system will improve the quality and reliability and lower the cost of power supply, and help diversify energy generation portfolio by retiring old inefficient oil-based power plants.

Information and Communication Technology

BIMP-EAGA's goal in the ICT sector is to improve ICT facilities and services in the subregion and fast track the implementation of telecommunication development programs that will increase access to voice, data, and internet services in the subregion, including its remote areas. ICT can also play an important role in trade facilitation in terms of modernizing customs facilities through ICT applications; building databases for ease of retrieval, maintenance, and monitoring; promoting electronic commerce; serving as a faster medium for information and communication exchange; developing a marketing tool; facilitating a tracking system; and building online systems, among others. However, a proper legal and regulatory environment is imperative to ensure that associated safety and security concerns are addressed. In line with this objective, projects and activities have been lined up by the ICT Working Group to establish an ICT network within BIMP-EAGA, promote the use of wireless technology networks, and develop next generation networking (NGN) in rural areas.

The ICT sector projects included in the IB are located in the WBEC and consist of the following private-sector-led initiatives:

- (i) **ICT Rural Outreach Program.** This program is an outreach for the rural community aimed at improving the ICT literacy of the people, especially those in the rural areas. It includes the setting up of an ICT community center, developing human capacity ICT literacy and entrepreneurs, and establishing a portal for local products to be marketed regionally.

- (ii) **BIMP-EAGA Rink (BIMP-EAGA Submarine Cable).** The project will link all BIMP-EAGA member countries using a Hybrid Communications Platform either through sub-sea cable system, satellite, or terrestrial. The project will aim to develop the BIMP-EAGA subregion as a new hub and center of investment that shall attract and introduce new economic growth within the subregion, as well as improve the socioeconomic conditions of the population inhabiting the BIMP-EAGA ecotourism area.
- (iii) **Intelligent Clearance Identification.** This identification system (or ICLID) will provide cross-border solutions using Radio-Frequency Identification (RFID) technology as a tool to ease the movement of goods and vehicles within BIMP-EAGA subregion. The system has already been installed at Sungai Tujoh and Kuala Lurah in Brunei Darussalam, and in Miri and Limbang in Sarawak.

Trade Facilitation

One of the most important initiatives in BIMP-EAGA is the strengthening and improvement of customs, immigration, quarantine and security (CIQS) procedures as a means to facilitate the cross-border flow of goods and peoples to, from, and within EAGA. The BIMP-EAGA Leaders, during their 6th Summit in October 2009, recognized the importance of trade facilitation, along with transport connectivity, energy interconnection, and tourism promotion, as a key instrument to realize BIMP-EAGA's vision to become the food basket for ASEAN and Asia and a premier ecotourism destination. The Leaders directed BIMP-EAGA ministers and senior officials to accelerate implementation of projects in support of these visions. A CIQS Task Force was subsequently established to focus the implementation of the Leaders' directives.

The BIMP-EAGA CIQS Task Force has finalized the MOU on CIQS Harmonization, which was endorsed at the 18th Senior Official's Meeting and 14th Ministerial Meeting in August 2009, for signature by member countries upon completion of the necessary domestic consultations. The MOU identifies the scope of CIQS cooperation and applicable international CIQS standards and best practices that BIMP-EAGA member countries subscribe to, aiming at (i) facilitating more efficient intra- and extra-industry trade and cross-border movement of peoples, and (ii) strengthening the security of trade and transport activities. The common standards by itself set the framework for harmonization of national CIQS rules, regulations, and procedures (RRPs) in the long run.

Given the subnational nature of BIMP-EAGA membership (except for Brunei Darussalam), the CIQS Task Force decided to focus on enhancing efficiency at the local level to bridge the gap within and between countries, which will also improve trading transactions. Based on port traffic and perceived readiness for trade facilitation enhancement, the following ports have been designated as the first set of pilot ports for CIQS (**Figure 3**):

- (i) Muara Port (Brunei Darussalam),
- (ii) Sandakan Port (Malaysia),
- (iii) Bitung Port (Indonesia), and
- (iv) General Santos Port (Philippines).

Other priority entry points include

- (i) Entikong Border Crossing (Indonesia),
- (ii) Labuan Free Port (Malaysia),
- (iii) Tebedu Border Crossing (Malaysia), and
- (iv) Zamboanga Port (Philippines).

Figure 3 Priority Ports Covered Under BIMP-EAGA CIQS Harmonization



Under previous and ongoing assistance of the Asian Development Bank (ADB), various diagnostic assessments have been conducted at the eight priority entry points, including (i) a mapping of existing local CIQS RRP and practices; (ii) time release studies (TRS) to set baseline performance data as well as validate performance gaps; and (iii) private sector consultation to gather their perception of ongoing trade facilitation effectiveness. These inputs have been used in the formulation of the sector-, entry-point specific standard operating procedures (SOPs) to implement the CIQS MOU to make sure trade facilitation reforms and measures identified are consistent, practical, and relevant to each locality. The SOPs are products of a gap analysis-action planning-implementation and monitoring cycle, and will serve as the implementing guidelines for specific reforms to improve CIQS operations in these entry points.

Initial action plans from the SOP process have been further discussed with each country, and endorsed by the CIQS Task Force to fast-track the implementation of CIQS measures in BIMP-EAGA with concrete reform measures prioritized by priority entry points in their SOPs. The action plans include not only desirable trade facilitation outcomes but also relevant indicators and measures to monitor the implementation progress and effectiveness, including the TRS every two years starting 2009 and relevant surveys, among others. The latest BIMP-EAGA CIQS Action Plan was endorsed at the 6th CIQS Task Force Meeting in May 2011.

Strategic Pillar 2: Food Basket Strategy

The Food Basket Strategy (FBS) was conceived to optimize the richness and biodiversity of the subregion's marine and terrestrial resources in contributing to its goal of narrowing the development gap within the subregion and alleviating poverty. At their 5th Summit in February 2009 in Cha-am, Hua Hin, Thailand, the EAGA Leaders decided to intensify cooperation among EAGA countries. The objective is to harness the subregion's natural endowments in a sustainable manner toward enhancing the EAGA's potential to become the region's food basket. In November 2010, the Agriculture and Fisheries Ministers' Meeting adopted the strategic framework for the Food Basket Initiative that takes into account the ASEAN frameworks on the Economic Community and on food security.

The food basket framework is envisioned to serve as the overarching framework for BIMP-EAGA in promoting long-term food security and positioning the subregion to become the food basket of the ASEAN and the rest of Asia. The goal is to achieve a sustainable development and economic integration of the agro-industries and fisheries sectors to ensure food security and sustainable livelihoods of the people, and contribute to poverty alleviation in BIMP-EAGA.

The FBS has three distinctive but mutually reinforcing objectives, namely: (i) ensure long-term food security in BIMP-EAGA subregion; (ii) optimize the potential of agriculture, livestock, and fisheries products for exports; and (iii) promote sustainable livelihoods of, and increase economic opportunities for farmers and fisherfolks.

Food Security

The BIMP-EAGA member countries are in harmony in adopting the main aspects of food security, which include: food availability and sufficiency, accessibility, and sustainability of food supply. These main aspects are significant in achieving a reasonable degree of stability to ensure a safe and nutritionally adequate food supply at the regional, national, and household levels.

Among the three strategic objectives of the FBS, long-term food security² in the BIMP-EAGA subregion has been accorded the highest priority. The achievement of this goal recognizes that as a building block to attaining food security for the subregion, improvements in the implementation of national food security policies are necessary. Among the desired improvements are:

² The Food Basket Initiative framework defines food security as a condition that exists when all people, at all times, have physical and economic access to sufficient, safe, and nutritious food that meets their dietary needs and food preferences for an active and healthy life. This definition was adopted from the World Food Summit in 1996.

- (i) ensuring sustainable food production and increasing productivity and profitability through high-value processing, and improvements in post-harvest technology and facilities;
- (ii) enhancing access to finance for micro-, small-, and medium-sized enterprises (M/SMEs);
- (iii) capacity building for farmers and fisherfolks for increased production and productivity;
- (iv) optimizing land and water resource use for food production;
- (v) improving agriculture, livestock, and fisheries infrastructure;
- (vi) addressing the impacts of climate change;
- (vii) ensuring ecosystem and environmental integrity; and
- (viii) providing incentives to the private sector to invest in the food supply/value chain.

In realizing these strategies, the food-security-related proposed projects should be anchored on the following activities:

- (i) conduct of comprehensive review and assessment of the agri-fisheries resources, production capacity, and business potentials in the subregion;
- (ii) formulation of a BIMP-EAGA food security policy framework;
- (iii) cooperation in research and development (R&D) and technology development;
- (iv) establishment of food security information system for the subregion;
- (v) establishment of BIMP-EAGA buffer stocks as food emergency assistance mechanism;
- (vi) production of food products attuned with international food safety standards;
- (vii) provision of incentive to encourage private sector investment in food supply/ value chain;
- (viii) facilitation services to improve access to financing for M/SMEs particularly for production and trading; and
- (ix) capacitate farmers and fisherfolks in the BIMP-EAGA.

National measures are further enhanced by subregional initiatives in food security information systems, cooperation in R&D and technology development, and improvements in complying with food safety standards. For the period 2012–2016, a web-enabled food security information management system will be set up that will compile and update food security baseline data, as well as information on supply and demand/utilization of main food commodities. Benchmarking among member countries on an integrated R&D initiative in BIMP-EAGA for selected commodities will be an important building block for long-term cooperation. In the meantime, there are plans to undertake joint research on the genetic improvement of aquaculture commodities, such as tilapia and cat fish, and on the genetic study of small pelagics in Sulawesi Sea. A number of private sector initiatives will take off in the medium term, involving the production and supply of hybrid rice seeds, and non-genetically modified organisms (GMO) corn seeds.

Export Development

To support the food security objective, exports of priority commodities that are agro-based and fisheries products will be promoted as an integral part of the BIMP-EAGA economic development agenda and the goal of ASEAN economic integration. The objective is to integrate agro-based and fisheries products in the overall BIMP-EAGA trade and promotion initiatives; and to consider the specific requirements of agro-industry and fisheries exports in the development of subregional infrastructure and transportation systems, as well as transport and trade facilitation measures. The impact and implications of promoting high value agriculture on regional food security and crop diversification in the BIMP-EAGA subregion will be marked with a signature event in 2012 involving the participating countries of both BIMP-EAGA and Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). In the case of seaweeds, which is an important export product of the subregion, an inventory of good aquaculture practices and product standards, and identifying which among these will result in increased production, will be an important activity in the medium term. Joint and cooperative activities for technological advancement in productivity and profitability and transaction cost reduction will also be pursued.

Sustainable Livelihood

Embedded in the food security and export promotion objectives of agro-based and fisheries products will be the promotion of sustainable livelihoods of farmers and fisherfolks. This takes into account national and regional level measures directed at (i) improving productivity and profitability through the empowerment of farmer/fisherfolk organizations, (ii) sharing of experiences and appropriate business models for accessing credit facilities, (iii) promoting business incubation services and facilities, and (iv) ensuring ecosystem and environmental integrity. In addition, regional cooperation will be directed at (i) developing a common code of practice and capacity building for farmers and fisherfolks on sustainable agriculture and fisheries, (ii) integrating farmers and fisherfolks into the food supply/value chain in intra- and extra- BIMP-EAGA, and (iii) looking into the viability of establishing a BIMP-EAGA Fund for Food over the medium term.

A number of activities under the framework of the Coral Triangle Initiative (CTI), which involves some BIMP-EAGA countries, will complement the FBS. The projects to be implemented during the period 2012–2016 include (i) Coastal and Marine Resources Management in the Coral Triangle: Southeast Asia, which has the objective of optimizing land and water resources use for food production; (ii) Developing Sustainable Alternative Livelihoods in Coastal Fishing Communities in the Coral Triangle (involving Indonesia and the Philippines), which seeks to promote sustainable livelihood for fisherfolks; and (iii) Regional Cooperation on Knowledge Management, Policy, and Institutional Support to the CTI, which is directed at improving capacity for the management of coastal and marine ecosystems.

Strategic Pillar 3: Tourism Development

Tourism is a priority sector in the BIMP-EAGA Roadmap to Development considering that the subregion hosts some of the greatest marine and terrestrial biodiversity in the world and abundant natural and cultural assets. It has always been a central theme in the subregion's development strategy on account of its potential to contribute to alleviating poverty and narrowing the development divide in the subregion. Despite significant increases in tourist arrivals in the subregion, the sector continues to face major constraints, which include, among others, underdeveloped and inadequate basic infrastructure, facilities, and services necessary to attract greater numbers of visitors. For ecotourism in particular, other constraints include limited private sector investment in ecotourism-related tour products and services, and a lack of knowledge and skills at the local level to exploit livelihood opportunities linked to the ecotourism sector.

Another aspect of tourism development in BIMP-EAGA is that it should align with the ASEAN Tourism Strategic Plan (2011–2015), which seeks to promote ASEAN as a single destination. “Equator Asia”—the banner tourism theme of BIMP-EAGA—was adopted by the four BIMP-EAGA member countries precisely to promote the subregion as a single ecotourism destination within the Asia-Pacific region. The said theme, likewise, shows relevance to the ASEAN Tourism Marketing Plan (2012–2015), which focuses on travel based on nature, cultural and heritage, community, and cruises and rivers.

Community-Based Ecotourism Development

In 2008, the BIMP-EAGA governments decided to prioritize community-based ecotourism (CBET) for poverty alleviation as the main focus of tourism development in the subregion. CBET is a form of ecotourism that emphasizes the central involvement and role of the community in utilizing natural and cultural resources for tourism in a sustainable manner. Ecological and social sustainability is a key consideration in the implementation of CBET projects. The central role of the community differentiates CBET from other forms of ecotourism that emphasize nature conservation as the main objective. The vision of the CBET strategy³ is to make BIMP-EAGA a globally competitive, well-developed, and connected multi-country ecotourism destination, with circuits and sites where communities are able to socioeconomically benefit through participation in CBET activities.

The three strategic objectives for tourism are to (i) develop tourism products and tourism-related infrastructure focusing on CBET as a flagship program, (ii) facilitate community and private sector participation in tourism, and (iii) market BIMP-EAGA tourism destinations. For CBET in particular, activities will involve (i) designing and implementing a marketing strategy; (ii) assessing destination and site needs, including for infrastructure and facilities; (iii) preparing communities and identifying and assisting SMEs interested to participate in the program.

For CBET, a total of 23 priority sites have been identified to be the subject of various interventions by the countries, including, among others, the conduct of pre-feasibility studies to identify and

³ The CBET Strategy was prepared with technical assistance from ADB through regional technical assistance project 6462: Institutional Development for Enhanced Subregional Cooperation in the aSEA Region.

determine the viability of tourism products, consultation with stakeholders, establishment of coordination mechanisms, and mobilization of resources (Appendix 2). From among the 23 sites, 10 were selected for piloting the CBET strategy on the basis of their typicality, ease of accessibility for pre-feasibility evaluation, and utility as CBET demonstration models. Out of the 10 pilot sites identified in the CBET, four will be implemented for the period 2012–2016. These are: (i) Brunei Darussalam: Kampung Melilas Community; (ii) Malaysia: Kampung Annah Rais and Kampung Benuk; (iii) Indonesia: Tanjung Putting, Sentarum, Manado Tua, and Kayang Mentarang; and (iv) Philippines: Lake Sebu (South Cotabato), Puerto Princesa (Palawan), and Tibolo (Davao del Sur). The activities to be undertaken by the countries in these four pilot sites include the development of tourism infrastructure and marine and terrestrial CBET products; private sector participation, in particular SMEs; and community preparation.

Marketing and Promotion

An immediate priority envisaged under marketing and promotion includes the updating of the Equator Asia website and the printing of collaterals, as well as promoting the Borneo Bus Package. The Equator Asia brand and logo were adopted in 2010 by the tourism ministers to better promote the subregion as a prime eco-cultural tourist destination, especially to the Japanese market. A 2-week ecotourism exposure for Japanese and Korean media to ecotourism sites in the four EAGA countries is among the priority activities lined up for implementation. Market research on the potentials of the People's Republic of China and Singapore markets for ecotourism will be conducted. Several EAGA signature events and new EAGA tourism product initiatives have also been lined up; these include friendship games, traditional games, street dancing competition, Islamic tourism, halal expo, and regatta.

Initiatives in the transport and transport facilitation are helping to support BIMP-EAGA's tourism objectives. A significant private sector initiative by MASwings to carry the Equator Asia brand and logo has been endorsed, and will be supported further by the BIMP-EAGA governments. Air routes are also being expanded to cover important tourist destinations within the subregion, and plans are underway to allow airlines operating in the subregion to embark on a more flexible routing and scheduling for additional points outside of the BIMP-EAGA subregion. An Equator Asia Air Access Forum and Airline CEOs Summit will bring the key stakeholders from the public and private sectors to further advance air linkages in the subregion. Improvements in CIQS procedures are also helping to facilitate the movement of peoples across the borders and in the different ports, thus contributing to the ease of tourist movements.

Strategic Pillar 4: Environment

Under the BIMP-EAGA Roadmap to Development 2006–2010, cooperation in sustainable development and environmental management in the resource-rich subregion is guided by three strategies: (i) developing a framework for intra-EAGA cooperation in the integrated protection and management of natural resources and biodiversity; (ii) identifying and developing viable and sustainable joint investment projects in forestry, fishery, minerals, and energy; and (iii) encouraging and supporting greater private sector participation in sustainable natural resource development projects and environmental protection programs. These strategies will continue to guide cooperation in the environment sector under the IB as the challenge of arresting the

continuing decline in the subregion's natural resource base becomes even more compelling. This deterioration has been observed in the status of greenhouse emissions, the depletion of fish stocks through overfishing, threats to marine biodiversity through water pollution, threats to wildlife through the fragmentation of forests by road infrastructure, the degradation of forest resources both in quality and quantity, and the general deterioration in water and air quality in the BIMP-EAGA subregion.

BIMP-EAGA countries' commitment to sustainable development has been manifested in various global and regional environmental agreements which they have signed and in the attendant programs where they participate. In the EAGA subregion in particular, there are three major initiatives on the environment—the Heart of Borneo (HOB) Project, participated in by Brunei Darussalam, Indonesia, and Malaysia; the Coral Triangle Initiative (CTI) participated in by Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor Leste (also known as the CT6); and the Sulu Sulawesi Marine Ecoregion (SSME), which is one of the priority seascapes under the CTI. While these programs are being implemented outside of the BIMP-EAGA framework and have separate institutional and delivery mechanisms, these programs have been officially supported by the BIMP-EAGA Leaders as reflected in their summit joint statements.

In March 2011, the ministers responsible for the tropical rainforest and coral reefs of the BIMP-EAGA countries convened the BIMP-EAGA Ministerial Conference on the Heart of Borneo and Coral Reefs where the importance of the two diverse ecological areas (HOB and CTI) and their respective significant roles in mitigating climate change were underscored. It was acknowledged that in the two initiatives, good strategies and plans were in place, including those to maintain ecological corridors as part of terrestrial and marine biodiversity. It was also acknowledged that this would require the acquisition of much needed knowledge, and technology, and capacity building for the subregion in promoting environmental sustainability to ensure local communities benefit from the vast economic potential of the area.

The ongoing urgency to sustain and protect critical biodiversity areas that are most critically challenged and affected by greater global concerns, such as safe water supply, nature conservation, climate change adaptation and mitigation, sustainable energy, food security, and poverty alleviation, has triggered the emergence of international alliances and programs that aim to provide pragmatic solutions and awareness on these issues. Notwithstanding the EAGA countries' active involvement in the sustainable management of the subregion's ecosystems under various global and regional frameworks, there is a scope for developing cooperation arrangements in other areas where there are perceived gaps, or where BIMP-EAGA could leverage its unique features. Climate change mitigation is one area. Despite the global urgency of the problem, climate change initiatives in the EAGA countries have been mainly confined at the national level utilizing the clean development mechanism (CDM) funding available through the Kyoto Protocol. There is no climate change strategy for BIMP-EAGA despite the apparent threats to water resources, forests, coastal communities, coral reefs, and fisheries. Another area is green technology—an area where BIMP EAGA could make an impact considering its private sector orientation. There is also scope for focusing on transboundary issues unique to the subregion, such as the mitigation of transboundary haze and illegal trade in natural resources and wildlife.

Under the IB, the focus of cooperation in the environment will consist of four components:⁴ (i) sustainable management of critical ecosystems, (ii) climate change adaptation and mitigation, (iii) clean and green production technologies, (iv) addressing transboundary issues, and (v) environment mainstreaming.

Sustainable Management of Critical Ecosystems

This component will involve active support to the HOB, CTI, and SSME programs; and other critical ecosystems, with BIMP-EAGA adding value to these initiatives through the mobilization of private sector and local community support and engagement, and through effective coordination of these programs as they impact on the three other pillars of the IB (connectivity, food basket, and tourism). This component will also focus on the sustainable management of land and water resource use in particular, which will have a significant impact on food production, and ultimately on food security.

This component may support the development of an integrated river basin and watershed management program with the consideration of a “ridge-to-reef” approach. This component may further consider the creation of a biodiversity conservation mechanism that will be able to determine the complementation of efforts of various programs/projects focused on sustainability of ecosystems in the subregion (e.g., HOB, CTI, and SSME).

Climate Change Adaptation and Mitigation

This component will involve activities to assess the potential impacts of climate change on the subregion’s natural resources and ecosystems, and raise awareness on these potential impacts, and policies at the national and subregional levels to adapt and mitigate the impact of climate change. It will also include possible climate proofing of critical infrastructure along the BIMP-EAGA priority corridors;

This component may consider advancing mechanisms in the mitigation of climate change, such as the setting up of Carbon Credit System for BIMP-EAGA and developing a scheme for the countries in the subregion for environment services.

Promotion of Clean and Green Production Technologies

This component will require governments to provide an enabling environment for the private sector to adopt clean and green production technologies. It includes awareness-raising and information sharing among production and marketing units on clean and green production technologies and good practices along the supply chain. It will also involve the identification of green market opportunities for major EAGA products, especially those that are actively traded.

⁴ The components were based in part on the consultants’ report for RETA 6446: Strengthening Sound Environmental Management in BIMP-EAGA.

Addressing Priority Transboundary Issues

An initial activity under this component will involve an assessment of transboundary natural resource management issues along the priority economic corridors (e.g., the possible negative externality of enhanced infrastructure connectivity on illegal trade in natural resources and wildlife). Other activities include the identification of the potential and cumulative impacts on the environment of increased economic activity along the corridors in relation to transport infrastructure, urbanization and its attendant impacts on air and water quality, land conversion, and the welfare of indigenous peoples, among others.

Mainstreaming Environment

This component will entail mainstreaming environmental concerns in the other strategic pillars on the environment of the BIMP-EAGA subregional program. This will involve taking into account the environmental dimensions in the various projects and activities of BIMP-EAGA, including awareness-raising and information sharing among various stakeholders.

Critical prerequisites for the effective formulation and implementation of the fourth strategic pillar on the environment are (i) the strengthening of institutional capacities for effective planning, policy formulation, and implementation of the various components at the national and subregional levels, including strengthening the mandates and roles of relevant subregional institutions; (ii) more active engagement of the private sector and local government units in subregional environmental initiatives; and (iii) enhanced capacity for environmental monitoring and assessment.

The initial years of the IB will focus on supporting the ongoing HOB, CTI, and SSME initiatives under the component on the sustainable management of critical subregional ecosystems, as projects under the components of the fourth pillar are still being developed.

Details of the projects in the IB are in **Appendix 1** and the list of the projects and activities in the initial 2-year rolling pipeline are in **Appendix 2**.

Implementation Arrangements

Flexibility for Project Inclusion in the Implementation Blueprint and Rolling Pipeline

Because the Implementation Blueprint (IB) is both a strategic document and an action plan, it will have to evolve over its 5-year implementation period (2012–2016) to accommodate the changing needs of the subregion, and respond to new priorities as they emerge. Programs and projects may be added to the IB in accordance with the regular project cycle of the BIMP-EAGA program, and subject to the guiding principles and eligibility requirements that have been approved for the IB. Working groups (WGs) and clusters may propose projects for inclusion in the IB provided they meet the guidelines and eligibility criteria. The projects for inclusion in the IB and the 2-year rolling pipeline will require endorsement of the Senior Officials Meeting (SOM) and approval of the Ministerial Meeting (MM).

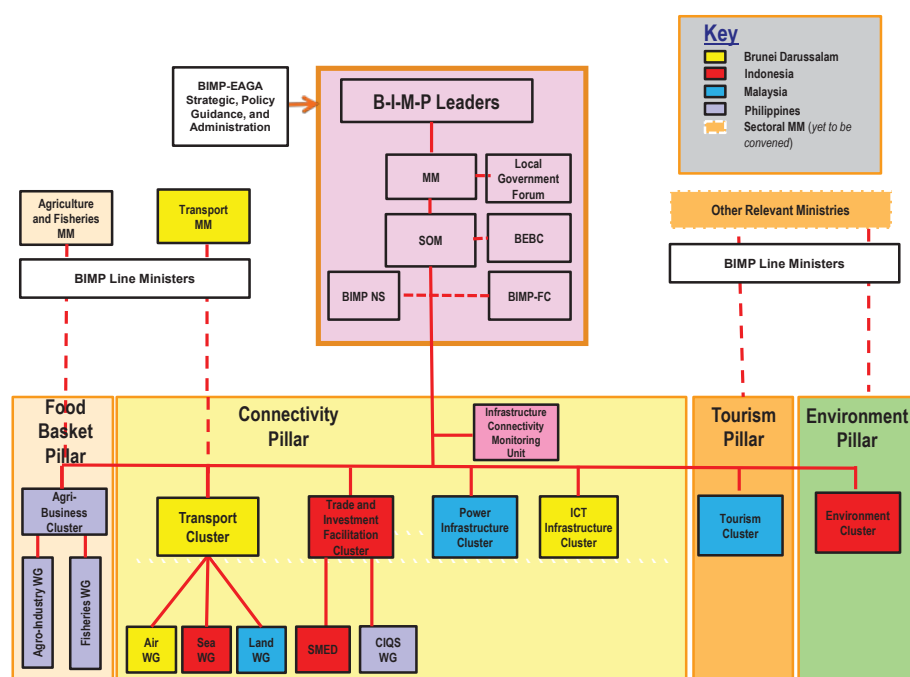
New Institutional Structure

A new organizational structure was approved⁵ by the Special SOM in Jakarta on 28–29 February 2012 in order to strengthen the mechanisms that would ensure the successful delivery of the IB goals. The new structure revolves around the strategic pillars of the IB, and their key components in order to ensure closer coordination of, and greater synergy among, related projects.

The new organizational structure, shown in **Figure 4**, delineates the policy-making and direction-setting bodies, and the program/sectoral bodies that would be responsible for project formulation and implementation under the IB. The Summit, MM, and SOM will continue to be the policy-making and direction-setting bodies of the BIMP-EAGA program supported by the National Secretariats (NSs) and the Facilitation Center (FC) as the program's regional secretariat. Coordination with the participating provinces and states is done by the MM, through the Local Government Forum; while coordination with the private sector is done by the SOM, through the BIMP-EAGA Business Council (BEBC).

⁵ The effectivity date of the revised institutional structure is on 1 January 2013.

Figure 4. BIMP-EAGA Revised Institutional Structure



BEBC = BIMP-EAGA Business Council, BIMP-EAGA = Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area, BIMP-FC = BIMP-EAGA Facilitation Center, CIQS = customs immigration, quarantine and security, MM = Ministerial Meeting, NS = national secretariat, SOM = Senior Officials meeting, WG = working group.

The clusters and working groups are the operating units responsible for program and project delivery under the IB. Some sector working groups have had ministerial level meetings (e.g., agriculture and fisheries, and transport) that provide sector-specific guidance in accordance with the broad directives of the EAGA Leaders. Other line ministries will follow. To ensure effective delivery of the IB goals, important changes at the operational level are as follows:

- An Infrastructure Connectivity Monitoring Unit (ICMU) has been established, reporting to the SOM, to oversee the progress and implementation of the priority infrastructure projects of all clusters.
- Clusters were re-grouped into clusters according to the four strategic pillars of the IB; the clusters are: (a) agri-business, (b) transport; (c) trade and investment facilitation, (d) power infrastructure, (e) information and communication technology (ICT) infrastructure, (f) tourism, and (g) environment.
- A new Agri-Business Cluster was formed to cover the Agro-industry WG, and the Fisheries WG.
- The Transport Cluster will be composed of three WGs—air, sea, and land.
- The Trade and Investment Facilitation Cluster will be composed of the SME Development (SMED) WG (formerly SMED Cluster) and the CIQS WG (formerly the CIQS Task Force).

- (vi) The Energy WG was renamed Power Infrastructure WG.
- (vii) The ICT WG was renamed ICT Infrastructure WG.
- (viii) The Tourism Cluster was formed out of the Tourism WG.
- (ix) The Environment Cluster was formed out of the Environment WG and may include subsectors, such as forestry, ecotourism, coastal resources, and mining.
- (x) The Construction and Construction Materials will be subsumed under the ICMU.

Improvements in Institutional Mechanisms

The Chairs of WGs were distributed to the four EAGA countries based on the principle of sharing responsibility at the operational level. Each project under the IB has designated project implementers in each participating country who will be accountable for delivering results. The national project implementers are held accountable to the head of the concerned agency or ministry for delivering the agreed project outputs, and for securing funds from their national budget as may be required by the project. They report, through their respective working group chairs, to the sectoral ministers' meeting, if there is one for the sector, and/or to the SOM.

The roles, responsibilities, and accountabilities of the clusters and WG Chairs have been more clearly defined. Cluster Chairs are responsible for reporting to the SOM on behalf of all the WGs under a cluster. The WG Chairs, who are responsible to the SOM, ensure the effective and timely delivery of the collective outputs of national project implementers to achieve the stated objectives and intended results. They are responsible for overall coordination of project implementation and delivering project results at the subregional level. More specifically, they are responsible for (i) monitoring the progress of the different projects and initiatives and reporting them to the SOM; and (ii) bringing to the SOM's attention issues or problems impeding project implementation, especially those that need resolution at the subregional level. Their tasks include (i) convening regular meetings of the WGs, setting the agenda for these meetings, and directing the substantive preparation for these meetings with the assistance of the BIMP-FC, and in coordination with the BIMP-NS; and (ii) providing and facilitating the means for national project implementers to coordinate in-between regular meetings. The composition and terms of reference of clusters and working groups will be revisited and amended, as necessary.

The role of the NS is to coordinate the activities of the line ministries participating in the BIMP-EAGA subregional program, as well as coordinate with their counterparts in other EAGA participating countries. Under the IB, their role will be expanded to include the responsibility for determining whether subregional projects are consistent with, or complement, national development plans and programs. The NS takes an active role in appraising project proposals of the line ministries from a national perspective before these are vetted at subregional forums.

The role of the BIMP-FC is to coordinate with the NS in implementing various BIMP-EAGA initiatives, and to provide technical support to the SOM and the MM. Under the IB, their role in project monitoring will be intensified and expanded to include the overall implementation of the results-based framework covering the collection and compilation of agreed indicators. As agreed by the BIMP-EAGA ministers, the Asian Development Bank (ADB) will actively assist the BIMP-FC in the performance of its secretariat functions.

Results-Based Monitoring

The projects in the Implementation Blueprint (IB) will be monitored based on a results framework that will indicate substantive outcomes and development impacts. The results framework consists of a set of indicators that correspond to the BIMP-EAGA's program goals and objectives and will be measured at three levels.

- (i) The first level (Level 1) consists of development goals which BIMP-EAGA supports or complements; these goals are reflected in the BIMP-EAGA Roadmap to Development 2006–2010, and in the IB.
- (ii) The second level (Level 2) consists of outputs delivered through cooperation in the programs and projects that support the four strategic pillars which can also indicate the extent of contribution to broad sector outcomes.
- (iii) The third level (Level 3) consists of indicators that measure program performance and organizational effectiveness in terms of, but not limited to (i) the progress of the projects as they move through the various stages of the project cycle, (ii) application of results framework, (iii) timeliness in meeting milestones or target outputs, (iv) financial resources mobilized, and (v) improvements in business processes.

The adoption of the above comprehensive results framework is intended to address weaknesses in monitoring that have been observed during the implementation of the Roadmap, which basically consisted of monitoring project status only. More importantly, the results framework helps to create better awareness of the BIMP-EAGA's overarching goals in the process of project formulation and design, and to assess the development effectiveness of the subregional program.

Adopting a results framework for the IB will need to evolve over time since the working groups and clusters, national secretariats (NSs), and the BIMP-Facilitation Center (FC) will need to agree on both the baseline measures, as well as the set of indicators at the strategic and operational levels. Some flexibility would therefore be required in the application and use of these indicators. Baseline measures, for one, may take time to establish and in the absence of these baseline measures, targets in terms of increments may be used.

The overall responsibility for adopting and managing the results framework resides in the BIMP-EAGA Ministers, working through their senior officials and the working groups and clusters. At the operational level, the responsibility for developing the results framework will reside in the BIMP-FC as the secretariat of the BIMP-EAGA program. To the fullest extent possible, the participating states and provinces should be consulted and involved in generating pertinent data to be used in the framework.

Since the indicators for the results framework will need some time to develop, it is expected that at least for the first two years of the IB, monitoring will continue to be focused only on the status of project preparation or implementation. The indicator system for the results framework should be in place by the end of 2012. Thereafter, the annual monitoring should already include the output and outcome indicators as applicable. The project implementers will be responsible for submitting regular reports on their projects to the working group or cluster chair; while the BIMP-FC will be responsible for preparing a consolidated report to be presented to the annual meeting of the Senior Officials/Ministers.

Concluding Remarks

The BIMP-EAGA is shifting to a more results-focused program with the transition of its Roadmap to Development 2006–2010 to the Implementation Blueprint (IB) 2012–2016. The IB is anchored on four strategic objectives, namely: (i) enhancing connectivity, (ii) promoting BIMP-EAGA as the regional food basket, (iii) promoting community-based ecotourism, and (iv) ensuring sustainable management of the environment—all of which evolved from the Roadmap and its subsequent reviews. Physical connectivity will continue to be at the core of the IB, given its potential to generate synergies with the other pillars. An enhanced physical connectivity matched with appropriate software elements to facilitate the movement of goods and people will contribute to the the BIMP-EAGA's objective of becoming a regional food basket and promoting community-based ecotourism. At the same time, sustainable management of the environment will be ensured to preserve and protect the subregion's rich ecosystems and promote the safety and quality of shared resources.

The IB has set the framework for a more disciplined process of project planning, implementation, and monitoring. Projects with well-defined concepts and implementation plans have been selected for inclusion in the IB in order to ensure that these can be carried out effectively and with the desired outcomes, with impacts on both national as well as subregional objectives. Toward this end, the IB incorporates a results-based framework to capture the delivery of outputs, outcomes, and impacts. This new system of monitoring will help ensure the quality of project delivery, and greater accountability on the part of the implementers.

The successful implementation of the IB requires a stronger, more focused institutional mechanism. Thus, BIMP-EAGA's existing structure has been realigned according to the four strategic pillars, and working groups and clusters have been regrouped and rationalized toward a more coordinated delivery of outputs and greater convergence. The operational mechanisms have also been defined with greater clarity to specify the accountability of officials responsible for the various bodies, including the chairs of working groups and clusters, the national secretariats, and the BIMP-Facilitation Center (FC) as regional secretariat. The national secretariats, and the BIMP-FC, in particular, will need to assume a greater role in appraising projects in relation to the IB guidelines; advising on project conceptualization; and managing the process of monitoring outputs, outcomes, and impacts based on the results framework. Line ministries, as well as local government units and the private sector, will be more actively engaged through their representation in the working groups. The Asian Development Bank (ADB), as BIMP-EAGA's regional development advisor, will provide assistance in the performance of these tasks.

As the IB is a living document, it is expected to evolve and adapt to key changes in the subregion in the course of its 5-year implementation period. New projects that are critical to attaining the objectives of the four pillars, as well as adjustments in the timing and sequencing of the projects, could be reflected in the course of IB implementation, as long as they are consistent with the IB guidelines. An annual update of the IB will serve as the mechanism for accommodating changes at the level of programs and projects.

Appendixes

Appendix 1 BIMP-EAGA Implementation Blueprint Project List by Strategic Pillar, 2012–2016

Strategic Pillar 1. Enhanced Connectivity

Goals/Objectives and Strategies		Projects/Activities
Component 1: Development of Priority Infrastructure Projects Focusing on Priority Eaga Economic Corridors		
West Borneo Economic Corridor		
Pontianak Port (West Kalimantan, Indonesia) to Kuching Port (Sarawak, Malaysia) The objective of developing this subcorridor is to improve connectivity between Indonesia and Malaysia via the West Borneo Economic Corridor; thereby, generating increased economic activity between West Kalimantan and Sarawak.	Pontianak to Entikong Transport Link The two subprojects of the Link are the: (i) Tayan–Serawak Road Rehabilitation, and (ii) Entikong Border Crossing Facility. <ul style="list-style-type: none"> • Tayan–Serawak Road. The improvement of the road from Pontianak to the Sarawak border shortens the route by 100 kilometer (km), in addition to substantial savings in vehicle operating costs and time. • Entikong Border Crossing Facility. The location for this border facility, which is being determined, could potentially be in Sambas and Entikong. 	
Bandar Seri Begawan–Kota Kinabalu (Sabah, Malaysia) subcorridor [along the road through Limbang (Sarawak), Temburong (Brunei Darussalam) and Lawas (Sarawak) before reaching the State of Sabah near Sitiipang] The improvements along this route aims to facilitate travel which is currently complex, involving travel by road with two ferry crossings, four border crossings, and then eight controls at checkpoints (total travel time takes 4 and a half hours or up to 10 hours on weekend, school holidays, and festivities). The improvements involve constructing a new border crossing facility at Kuala Lurah that is compatible with the new border post-facility at Tedungan, Malaysia; and the construction of the Pandaruan Bridge to replace the two ferry crossings.	Kuala Lurah Border Crossing Facility The construction of the Kuala Lurah Border Crossing Facility will replace old facilities to make it compatible with the border facility at Tedungan. The new facility will provide significant time savings for road users, and improve connectivity in the subregion. Construction started in 2011 and will be completed within 2012. Pandaruan Bridge <ul style="list-style-type: none"> • The Pandaruan Bridge will improve connectivity between Brunei Darussalam and Malaysia via the Trans Borneo Highway. The project will involve the construction of a 60-meter bridge to replace the ferry over Pandaruan River. • The ferry service across the Pandaruan River lies between the Pandaruan Border Post in Limbang, Malaysia, and Puni in Temburong, Brunei Darussalam. Two ferries are operating, one from each country. However, the river is relatively narrow, and therefore two vessels cannot operate simultaneously and efficiently, thus, causing crossing traffic delays. Replacement of the ferry crossing across the Pandaruan River is thus justified. 	

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Appendix 1 continued

Goals/Objectives and Strategies	Projects/Activities
<p>Greater Sulu Sulawesi Corridor</p> <p>Palawan (Philippines)–Sabah (Malaysia) Subcorridor</p> <p>Under this subcorridor, the objective is to develop the capacity of Palawan ports to accommodate greater trade and passenger flow which are currently limited, and to develop a connection with Kudat in Sabah in the case of Brooke's Point port. Kudat has the potential to become the gateway from southwestern Philippines with tourism being a driving force.</p>	<p>Palawan Ports Development Program</p> <p>The objective of the project is to improve the ports in order to increase their capacity to handle BIMP-EAGA traffic in the future, and potentially to develop a connection with Kudat in Sabah, Malaysia.</p> <p>The project involves rehabilitation and improvement of two ports, namely, Brooke's Point and Puerto Princesa. Brooke's Point is the second largest port in Palawan, while Puerto Princesa serves as the main port. Both ports serve as links to Sabah, Malaysia.</p> <ul style="list-style-type: none"> • Brooke's Point Port. The rehabilitation of the port will involve repair of (i) RC Pier and Roll-on Roll-off (RoRo) Ramp; (ii) the Philippine Ports Authority (PPA) building; and the (iii) RC Pier Approach. It includes five additional subprojects: (i) relocation of existing breakwater, (ii) repair of passenger terminal building, (iii) expansion of TMO building; and (iv) widening of causeway and pier approach. • Expansion of Puerto Princesa Port. This project will involve the construction of a new 228-meter berth, warehouses, and passenger terminal. Puerto Princesa Port is being planned to serve as an alternative to Brooke's Point Port. Currently, Puerto Princesa Port is experiencing increasing passenger traffic volumes.
<p>Zamboanga Peninsula (Mindanao, Philippines)–Sabah (Malaysia) Subcorridor</p> <p>Both Zamboanga and Davao provide connectivity in the Greater Sulu Sulawesi Sea, while Tawi-Tawi facilitates connectivity along the Zamboanga–Sabah subcorridor of BIMP-EAGA. Ports located in these provinces are key factors in maritime connectivity in the BIMP-EAGA subregion. Ports improvement in Zamboanga and Davao will be needed to address serious deficiencies in infrastructure and facilities that are hindering growth in traffic potential of the subcorridor.</p>	<p>Zamboanga Port Expansion (Philippines) – a component of Mindanao Ports Program I</p> <p>The improvement of the port will first involve repaving the container marshalling area, and fixing the drainage system which has been damaged resulting in both surface and underground flooding. Second, a new ramp will also be constructed in the ferry basin, consisting of a standard fixed concrete ramp, and the ISPS container barrier will be replaced with a fence to address congestion. Last, the shoal will be removed to allow deeper drafted vessels to berth directly alongside the quay. The project is scheduled for 2011–2015, under the corporate funds of the PPA.</p> <p>Davao Port Expansion (Phase 1)</p> <p>Phase 1 will involve constructing 113 meters of the 270-meter container berth. It will construct a new RoRo ramp and passenger terminal and associated works in order that the next component of the new quay extension can be constructed and that passenger and freight activities can be segregated.</p>

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Goals/Objectives and Strategies	Projects/Activities
<p>Zamboanga Peninsula–Sabah Subcorridor through the island provinces in the Autonomous Region in Muslim Mindanao (ARMM)</p> <p>Economic development of the island provinces in ARMM relies on improved connectivity with, on one side Zamboanga, and, on the other side, Sabah. This requires infrastructure improvements and rehabilitations at Jolo, Bongao, and Sitangkai since these serve as major local hubs for the region. The improvements will provide more reliable and frequent shipping services along the subcorridor.</p>	<p>Zamboanga Port Expansion (Philippines) — a component of Mindanao Ports Program I</p> <p>The project includes the expansion of the back-up area and new berthing facilities after land reclamation for Bongao Port. For Sitangkai Port, the project will improve the berth space to accommodate larger cargo vessels; and provide a segregated stair handling for small wooden hulled vessels, a new passenger terminal, and a reconstructed causeway.</p>
<p>Davao–General Santos (Mindanao, Philippines)–North Sulawesi (Indonesia) Subcorridor</p> <p>The objective of further developing this subcorridor is to establish proper synergy between Davao and General Santos, on one hand, and Manado and Bitung, on the other hand, for both shipping and air services. Developing connectivity among these four points will improve the movement of goods and people along the subcorridor.</p>	<p>Davao Port Expansion (Phase 2) (Philippines) — a component of Mindanao Ports Program II</p> <p>The project involves the (i) widening of RC wharf and installation of Quay Crane Rail; (ii) concrete paving of new back-up area; (iii) rehabilitating the passenger terminal building, allied facilities, and RoRo ramp; and (iv) expanding the north end of the port.</p> <p>General Santos Port (Makar Wharf) (Philippine) — a component of Mindanao Ports Program II</p> <p>The project involves (i) port expansion and reclamation with open storage (3.4 hectares), (ii) construction of a warehouse, (iii) installation of Quay Crane Rail, and (iv) construction of passenger terminal building. Projects are included in the approved Medium-Term Public Investment Program of PPA as new proposed projects.</p>
	<p>Glan Port Expansion Project — a component of Mindanao Ports Program II</p> <p>The project involves construction of a RoRo facility.</p> <p>Manado–Bitung Link Enhancement</p> <p>The project is located in North Sulawesi and is composed of two subprojects:</p> <ul style="list-style-type: none"> (i) Manado Port Expansion, and (ii) Manado–Bitung Toll Road. <ul style="list-style-type: none"> • The Manado Port Expansion involves the development of southern berth, central piers, and northern pier. • The Manado–Bitung Toll Road involves the construction of a toll road between Manado and Bitung to improve synergy and economic growth. <p>Davao–General Santos Toll Road Rehabilitation</p> <p>This project involves improvements and expansion of the ring road in General Santos to support the ports and bring the road up to international standard. Rehabilitation of the Davao–Digos road segment will include conversion of the roads to four-lanes while the Digos–General Santos City road segment will include construction of climbing lanes at the three locations between Davao and General Santos City.</p>

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Goals/Objectives and Strategies	Projects/Activities
Other Priority Infrastructure Projects	<p>Tanjung Selor Border Road (East Kalimantan, Indonesia) The project involves the construction of about 191 km of roads from Tanjung Selor to the Malaysian border.</p> <p>Lahad Datu Palm Oil Integrated Cluster (Sabah, Malaysia) The project is an industrial cluster envisaged to handle the processing of biomass from the oil palm industry and other oleo-chemicals from Sabah and the rest of the BIMP-EAGA subregion (Southern Philippines and Kalimantan) estimated at 1.5 million twenty-foot equivalent units (TEUs).</p>
<p>Component 2. Improvement of Air, Sea and Land Transport Linkages</p> <p>This component aims to strengthen transport links for a number of important routes through more effective implementation and expansion of connectivity measures.</p>	<p>Potential Development to Promote Connectivity in BIMP-EAGA</p> <ul style="list-style-type: none"> • A workshop will be conducted to review and identify issues/concerns on, as well as recommend appropriate measures for, the implementation of the transport initiatives in BIMP-EAGA. The expected output is to come up with initial inputs/recommendations for the comprehensive study on enhancing the implementation of the transport memorandums of understanding (MOUs). • The workshop to be hosted by the Economic Research Institute for ASEAN and East Asia (ERIA) will be held on 21–22 March 2012 in Bandar Seri Begawan, Brunei Darussalam. <p>Enhancing BIMP-EAGA Transport MOUs A comprehensive study, to be funded by ERIA, aims to undertake a critical review of the implementation issues and challenges of the MOUs on Air Linkages, Commercial Buses and Coaches, Sea Linkages, and Transit and Inter-State Transport of Goods; identify the impediments in the implementation of the MOUs; and recommend appropriate measures for effective and sustained implementation of the MOUs.</p> <p>The results of the study will guide policy makers in improving regional transport connectivity and supporting regional multimodal transport development; and provide operators with useful information for business decision making and planning for viable network configurations and services.</p> <p>The study is expected to accelerate the development of the BIMP-EAGA economic corridors and complement the ASEAN connectivity goals as outlined in the Master Plan on ASEAN Connectivity and ASEAN Strategic Transport Plan 2011–2015.</p>

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Goals/Objectives and Strategies	Projects/Activities
<p>The second component also aims to promote integrated sea linkages through better linkages between hub and feeder systems; and address the present lack of guidelines in the operations of non-conventional-sized ships (NCSSs).</p>	<p>MOU on the Utilization of Non-Conventional-Sized Ships</p> <p>The BIMP-EAGA MOU on Establishing and Promoting Efficient and Integrated Sea Linkages called for the formalization of subregional guidelines on the intra-operation of NCSSs—small traditional, wooden-hulled vessels used predominantly in informal trade in the subregion.</p> <p>Presently, the maritime transport agencies involved in EAGA value chain facilitation do not have the capacity to deal with these vessels; there are also no guidelines governing the operations and safety standards of these vessels.</p> <p>A draft BIMP-EAGA MOU on NCSSs is being prepared to stipulate the guidelines on NCSSs; and to take into account the safety, security, environmental protection, and ship manning requirements of such vessels, as well as the related capacity building requirements.</p> <ul style="list-style-type: none"> • The MOU, which is expected to be signed in July 2012, will formalize the intra-EAGA movement of NCSSs, with a view to facilitating subregional trade, promoting hub and feeder systems utilizing NCSSs, and ensuring sustainable development and safety of NCSS operations.
<p>Another objective of the component is to strengthen air linkages, including outside the BIMP-EAGA subregion.</p>	<p>Amendment of the MOU On Air Linkages for BIMP-EAGA</p> <p>In line with the 4th Transport Ministers' Meeting's decision to adopt a more flexible approach to the MOU's implementation, this Protocol amends the MOU to include new designated points, new fifth freedom points, and points outside of BIMP-EAGA under the co-terminalization scheme.</p> <ul style="list-style-type: none"> • The amended MOU, which is expected to be signed in July 2012, will allow airlines to embark on more flexible routing and scheduling; and, hence, there will be more commercial viable network configurations and services. This will in turn lead to increase in air traffic and improvement in intra-EAGA air connectivity.

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Appendix 1 *continued*

Goals/Objectives and Strategies	Projects/Activities
<p>A fourth objective of the second component is to rationalize airport incentives in the BIMP-EAGA subregion to improve the sustainability of EAGA air services.</p>	<p>Rationalization and Design of Airport Incentives This project involves the study and compilation of current airport incentives in respect of all designated airports in BIMP-EAGA, and their recommendations. The objectives of this initiative are to (i) compile and compare the airport incentives being provided by BIMP-EAGA governments for designated EAGA airports, (ii) provide avenues for further discussion on the provision of incentives toward reducing the operational costs and promoting the sustainability of EAGA air services, and (iii) facilitate decision making by the policy makers of BIMP-EAGA governments for more generous incentives for the airline operators toward the viability and sustainability of EAGA air services.</p> <p>At present, Indonesia is granting airport incentives at Balikpapan and Manado, while the Philippines is providing incentives with 50% discount in filing and economic regulatory fees. Malaysia offers a growth incentive program of RM10 per passenger brought into Malaysia via BIMP-EAGA points. In Brunei Darussalam, the granting of airport incentives is still subject to an amendment of the existing law.</p>
<p>The fifth objective of the component is to facilitate travel through provision of support facilities along bus routes.</p>	<p>Establishment of Rest and Recreation Centers along BIMP-EAGA Bus Routes at the Pan-Borneo Highway The project entails the construction/upgrading of rest and recreation (R&R) centers at selected points along the Pan-Borneo Highway – Pontianak/Sarawak/BSB/Sabah. The R&R centers function as the place where road users can rest and replenish. The facilities provided are: food courts, convenient stores, surau, fuel kiosks, toilets, adequate parking for vehicles (light and heavy vehicles), landscape travelers' information kiosks, and sign directions.</p>

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Goals/Objectives and Strategies	Projects/Activities
<p>Lastly, the second component seeks to promote discussions among stakeholders on how to further enhance air linkages in the subregion.</p>	<p>First Equator Asia Air Access Forum and Airline CEOs' Summit</p> <p>The event will provide a forum for stakeholders in the public and private sectors to discuss future enhancements in air linkages in the subregion, in support of trade and tourism, among others.</p> <p>The forum and summit aim to achieve the following objectives:</p> <ul style="list-style-type: none"> • bring together leading players in the air transport and tourism sector to improve awareness on the developments in the transport and tourism sectors in EAGA, and increase appreciation of the opportunities and benefits of subregional cooperation; • identify areas/issues of common concern and recommend joint actions (i.e., regulatory measures, development of tour packages, conduct of promotional activities, among others) to further enhance air travel and tourism activities; and • forge commitment of joint undertaking between the airline companies and tourism private sector players on the establishment and sustainability of air service operation in BIMP-EAGA. <p>The event will be held on 18–19 April 2012 in Davao City, Philippines.</p>
Component 3: Power Interconnection and Development of Renewable Energy	
<p>Development of the Sarawak Subcorridor</p> <p>One of the major economic development initiatives that has been launched in this segment is the Sarawak Corridor of Renewable Energy (SCORE) project¹ located in the central region of Sarawak covering 57% of the state or 70,700 square kilometers. This major 20- to 30-year development scheme is built around energy-intensive industry investments to provide a triggering effect, and form the early anchor for an advanced base of industrial development.</p>	<p>Trans Borneo Power Grid: Sarawak–West Kalimantan Power Interconnection</p> <p>The project involves construction of a 275 kilo-volt (kV) transmission line that will allow low-cost electricity generated by hydropower plants in Sarawak to be exported to West Kalimantan, where the entire power generation is based on oil. The power generation capacity in Sarawak is expected to be more than doubled by 2013 as new hydropower plants [3,500 megawatts (MW)] are commissioned.</p> <p>Of the planned capacity, 300 MW coming into the grid will supply power to SCORE in late-2010; and another 600 MW will be available by mid-2011, which will be absorbed by the aluminum smelters and other industries within the SCORE. The Term Sheet for Power Exchange Agreement (PEA) to enable the export of bulk electricity from Sarawak to West Kalimantan was signed on 18 July 2011 between Sarawak Energy Berhad (SEB) and the Indonesian power utility PT PLN PESERO (PLN).</p>

¹ The project was officially launched in February 2008 in Bintulu by the Prime Minister of Malaysia. SCORE is basically a private-sector-driven project with an estimated cost of RM334 billion.

Goals/Objectives and Strategies	Projects/Activities
<p>Component 4: Improvements in ICT Facilities and Services</p> <p>As a means to narrow the digital divide, information communication technology (ICT) literacy of the people in the subregion will be promoted, especially those in the rural areas.</p>	<p>ICT Rural Outreach Program (iROP)</p> <p>The ICT rural outreach program (iROP) caters to the rural community aimed at improving the ICT literacy of the people, especially those in the rural areas. It includes the setting up of an ICT community center, undertaking human capacity ICT literacy and entrepreneur development, and establishing a portal for local products to be marketed regionally.</p> <p>The project also includes workshops for sharing progress and comparative studies on each EAGA country's implementation experience on rural ICT.</p> <p>iROP also provides employment opportunities in the rural areas and serves as a portal for marketing local products and services, which will contribute to the economic growth of BIMP-EAGA.</p> <p>The project is led by the private sector, the Infocom Federation Brunei (IFB). A similar project will be introduced by EA Trilink of the Philippines.</p> <ul style="list-style-type: none"> The pilot project of iROP has been implemented successfully in Bangar Mukim of Temburong District. The first phase of the project includes the setting up of a one-stop community center for training of candidate users, to be followed by a second phase which will involve the development of the iROP framework content.
<p>ICT connectivity in BIMP-EAGA needs to be developed further to enhance the subregion's attraction as an investment hub. Enhanced ICT connectivity can also positively impact on other priority subsectors, including supply chain development and ecotourism.</p>	<p>BIMP-EAGA Rink (BIMP-EAGA Submarine Cable)</p> <p>The project will link all BIMP-EAGA member countries using a Hybrid Communications Platform either through sub-sea cable, satellite, or terrestrial systems. The project, which is estimated to cost \$150 million, has a potential high impact to support the various priority initiatives under the BIMP-EAGA, specifically ecotourism, and can also potentially contribute to the planned establishment of the ASEAN Broadband Corridor under the Master Plan of ASEAN Connectivity.</p> <p>The implementation of this project can address the digital divide and can positively influence telecommunication tariffs to make BIMP-EAGA a more conducive and competitive region for food basket chain link and ecotourism.</p> <p>The project will involve the private sector's participation from all BIMP-EAGA member countries.</p>

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Goals/Objectives and Strategies	Projects/Activities
<p>The use of ICT applications will be promoted in implementing trade and transport facilitation measures at the borders to modernize customs facilities; building databases for ease of retrieval, maintenance, and monitoring; promoting electronic commerce; facilitating a tracking system; and building online systems, among others.</p>	<p>Intelligent Clearance Identification</p> <p>The Clearance Identification (iCLID) system will provide cross-border solutions using Radio-Frequency Identification (RFID) technology to ease the movement of goods and vehicles within BIMF-EAGA subregion; thus, ultimately attracting and improving the confidence of potential investors in the region.</p> <p>The private sector will be involved in the project. The MOU on Intelligent Clearance Identity (iCId) System between ZimacSilicon Technologies Sdn. Bhd, Brunei Darussalam; and Sarawak Information Systems Sdn. Bhd. (SAINS) of Malaysia, has been signed and the project is ready for pilot trial.</p> <ul style="list-style-type: none"> • The pilot trial involves all checkpoints in Brunei Darussalam, Sarawak and Sabah. The first part of the pilot will explore the tracking and security of freight ("cargo") containers transported across and within the Borneo region. It will also look into the area of private vehicles commuting between these borders. • The iCLID system has been installed at Sungai Tujoh and Kuala Lurah in Brunei Darussalam, as well as at Miri and Limbang in Sarawak. The objectives of these pilot sites are to study and connect two countries using a 'single' system, to identify area of critical success for using the RFID technology, and to compile information and consolidate the data for ease of reporting.

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Goals/Objectives and Strategies	Projects/Activities
<p>Component 5: Trade Facilitation</p> <p>Customs, immigration, quarantine and security (CIQS) procedures will be improved as a means to facilitate the cross-border flow of goods and peoples to, from, and within EAGA.</p>	<p>Strengthening and Improvements in CIQS Procedures</p> <p>The BIMP-EAGA CIQS Task Force has finalized the MOU on CIQS Harmonization, which was endorsed at the 18th Senior Officials Meeting and 14th Ministers Meeting, in August 2009, for signature by member countries upon completion of the necessary domestic consultations.</p> <p>The MOU identifies the scope of CIQS cooperation and applicable international CIQS standards and best practices that BIMP-EAGA member countries subscribe to, aiming at (i) facilitating more efficient intra- and extra-industry trade and cross-border movement of peoples, and (ii) strengthening the security of trade and transport activities.</p> <p>Based on port traffic and perceived readiness for trade facilitation enhancement, the following ports have been designated as the first set of pilot ports: (i) Muara Port (Brunei Darussalam), (ii) Sandakan Port (Malaysia), (iii) Bitung Port (Indonesia), and (iv) General Santos Port (Philippines) (Figure 3). The other priority entry points include (i) Entikong Border Crossing (Indonesia); (ii) Labuan Free Port (Malaysia), (iii) Tebedu Border Crossing (Malaysia), and (iv) Zamboanga Port (Philippines).</p> <p>Standard operating procedures (SOPs) have been developed in these pilot areas based on a gap analysis, and the initial action plans from the SOP process have been further consulted with each country and endorsed by the CIQS Task Force.</p>

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Strategic Pillar 2: Food Basket Strategy

Goals/Objectives and Strategies	Projects/Activities
<p>Component 1: Ensure Long-Term Food Security in BIMP-EAGA Subregion</p> <p>The objectives of promoting food security are to (i) ensure sustainable food production and increased productivity, (ii) enhance access to finance for micro, small, and medium enterprises; (iii) build capacity of farmers and fisherfolks for increased production and productivity; (iv) optimize land and water resource use for food and fish production; (v) improve agriculture, livestock, and fisheries infrastructure; (vi) addresses the impacts of climate change; and (vii) provide incentives to the private sector to attract them to invest in the food supply/value chain.</p>	<p>Rice Production/Plantation Project</p> <p>The project involves the establishment of a joint venture arrangement for the production and supply of hybrid rice for paddy production. There are joint venture agreements already ongoing between two private sector entities² in the Philippines and Indonesia. These will be expanded to include DOAA and MPRI in Brunei Darussalam, and will involve joint research and development (R&D); and capacity building for farmers, agronomists, and other extension workers, who will work with farmers to supply farm inputs and buy their produce; the provision of logistical support; and the commercialization and marketing of hybrid seeds. Other medium-term private sector initiatives involve the production and supply of 8 non-genetically modified organism (GMO) corn seeds.</p> <p>For the period 2012–2016, a web-enabled food security information management system will be set up for the compilation and update of food security baseline data, as well as information on supply and demand/utilization of main food commodities.</p> <p>Apart from the production and supply of hybrid rice, other activities will include benchmarking among member countries on an integrated R&D initiative in BIMP-EAGA for selected commodities, which will be an important building block for long-term cooperation. There are also plans to undertake joint research on the genetic improvement of aquaculture commodities, such as tilapia and cat fish, and on the genetic study of small pelagics in the Sulawesi Sea.</p>

² These private sector companies are SL Agritech Corporation (Philippines) and Sang Hyang Seri (Indonesia).

Appendix 1 continued

Goals/Objectives and Strategies	Projects/Activities
<p>Component 2: Optimize the Potential of Agriculture, Livestock, and Fisheries Products for Exports</p> <p>Exports of priority commodities of agro-based and fisheries products will be promoted as an integral part of the BIMP-EAGA economic development agenda and the goal of ASEAN economic integration. The objective is to integrate agro-based and fisheries products in the overall BIMP-EAGA trade promotion initiatives. Measures to harmonize standards and procedures and comply with international standards will be addressed with specific reference to agriculture and fisheries products.</p>	<p>Seaweed Project: Compilation of Good Practices and Standards Harmonization</p> <p>The objective of this project is to increase production of good quality seaweeds in BIMP-EAGA subregion through, among others, (i) harmonization of Good Aquaculture Practices (GAQP); (ii) capacity building on GAQP; (iii) establishment of seedling banks (tissue culture); (iv) capacity building on product and enterprise development; (v) provision of technical assistance to seaweed farmers (production methods, credit financing); and (vi) sharing of best practices among member countries.</p>
<p>Component 3: Promote Sustainable Livelihoods of Farmers and Fisherfolks</p> <p>Embedded in the food security and export promotion objectives of agro-based and fisheries products will be the promotion of sustainable livelihoods of farmers and fisherfolks. It includes measures directed at (i) improving productivity and profitability through the empowerment of farmer/fisherfolk organizations, (ii) sharing of experiences and appropriate business models for accessing credit facilities, (iii) promoting business incubation services and facilities, and (iv) ensuring ecosystem and environmental integrity. In addition, regional cooperation will be directed at (i) developing a common code of practice and capacity building for farmers and fisherfolks on sustainable agriculture and fisheries, (ii) integrating farmers and fisherfolks into the food supply/value chain in intra- and extra- BIMP-EAGA, and (iii) looking into the viability of establishing a BIMP-EAGA Fund for Food over the medium term.</p>	<p>Complementary projects/activities that will support the component are under the framework of the Coral Triangle Initiative (CTI), as described under Strategic Pillar 4: Environment.</p>

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Strategic Pillar 3. Tourism Development

Goals/Objectives and Strategies	Projects/Activities
<p>Component 1: Develop Tourism Products and Tourism-Related Infrastructure Focusing on Community-Based Ecotourism as a Flagship Program</p> <p>Community-based ecotourism (CBET) products will be developed and subject to feasibility studies to determine their viability, including consultation with stakeholders and the establishment of coordination mechanisms.</p>	<p>CBET Pilot Sites Development Program</p> <p>A total of 23 CBET priority sites have been identified; these were selected on the basis of their typicality, ease of accessibility for pre-feasibility evaluation, and utility as CBET demonstration models.</p> <p>Of these priority sites, 10 will be piloted; and of these 10 pilot sites, identified in the CBET, 4 will be implemented during the period 2012–2016. These are: (i) Brunei Darussalam: Bukit Udal Community; (ii) Malaysia: Kampung Annah Rais and Kampung Benuk; (iii) Indonesia: Tanjung Putting, Sentarum, Manado Tua, and Kayang Mentarang; and (iv) Philippines: Lake Sebu, Puerto Princesa (Palawan), and Tibolo (Davao del Sur). Among others, the activities to be undertaken in each of these sites include (i) tourism infrastructure development; (ii) marine and terrestrial CBET product development; and (iii) community preparation and assistance to small- and medium-sized enterprises (SMEs), among others.</p> <p>Other activities include (i) designing and implementing a marketing strategy; (ii) assessing destination and site needs, including for infrastructure and facilities; and (iii) preparing communities and identifying and assisting SMEs interested to participate in the program.</p>
<p>Component 2: Facilitate community and Private Sector Participation in Tourism</p> <p>Part of the CBET strategy will be to systematically engage the private sector and the communities in the design and implementation of activities in the pilot sites.</p>	<p>The strategy to involve the private sector, in particular SMEs, and the local communities is embedded in the design and implementation plans of the CBET pilot sites.</p> <ul style="list-style-type: none"> • Several EAGA signature events and new EAGA tourism product initiatives have also been lined-up; these include friendship games, traditional games, street dancing competition, Islamic tourism, Halal expo, and a regatta.

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Component 3: Marketing of BIMP-EAGA Tourism Destinations Tourism activities will be promoted through various media and forums, and marketing events. In addition, the development of new market potentials will be pursued through research targeted at specific markets.	Updating and Development of Promotional Materials The specific actions envisaged under marketing and promotions include the updating of the Equator Asia website and the printing of collaterals, development of tourism packages as well as collaboration between transport and tourism sectors, and conduct various signature events. <ul style="list-style-type: none">• A significant private sector initiative by MASwings to carry the Equator Asia brand and logo has been endorsed and will be supported further by the BIMP-EAGA governments. Air routes are also being expanded to cover important tourist destinations within the subregion, and plans are underway to allow airlines operating in the subregion to embark on a more flexible routing and scheduling for additional points outside of the BIMP-EAGA subregion.• An Equator Asia Air Access Forum and Airline CEOs Summit will bring the key stakeholders from the public and private sectors to further advance air linkages in the subregion. Development of New Market Potentials The activities for immediate implementation will include (i) a 2-week ecotourism exposure for Japanese and Korean media to ecotourism sites in the four EAGA countries, and (ii) the conduct of market research on the potentials of the People's Republic of China and Singapore markets for ecotourism.
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Strategic Pillar 4. Environment

Goals/Objectives and Strategies	Projects/Activities
Component 1: Sustainable Management of Critical Subregional Ecosystems	
The component is directed toward supporting the Heart of Borneo (HOB), Coral Triangle (CTI), and Sulu Sulawesi Marine Ecoregion (SSME) initiatives; and mobilizing the private sector and local community support and engagement, through effective coordination of these programs as they impact on the three other pillars of the IB (connectivity, food basket, and tourism).	<p>The following ongoing and pipeline projects assisted by the Asian Development Bank (ADB), and involving the EAGA countries, support the IB strategic pillar on environment and natural resources management:</p> <ul style="list-style-type: none"> (i) Coastal and Marine Resources Management in the Coral Triangle: Southeast Asia;³ (ii) Regional Cooperation on Knowledge Management, Policy and Institutional Support to the CTI;⁴ (iii) Developing Sustainable Alternative Livelihoods in Coastal Fishing Communities in the Coral Triangle (Indonesia and the Philippines);⁵ and (iv) Support for the Strengthening of the Sulu-Sulawesi Tri National Committee and the Subcommittees on Marine Protected Areas and Networks; Sustainable Fisheries; and Endangered, Charismatic, and Migratory Species.⁶

³ This regional technical assistance project has a counterpart project involving the Pacific developing member countries—Strengthening Coral and Marine Resources Management in the Coral Triangle: Pacific—also supported by ADB.

⁴ This project seeks to foster increased knowledge sharing among the CT6 based on shared goals, respect for and use of traditional knowledge, codification of existing knowledge through use of appropriate communication techniques, and ensuring transmission to a wider audience. It also serves to link ADB's CTI activities in Southeast Asia and Pacific by facilitating CTI-wide information exchange and learning—including program management and coordination support—to encourage policy and program development based on scientific knowledge, global best practices, and participatory processes involving the six Coral Triangle countries as well as other partners.

⁵ As of January 2012, projects (ii) and (iii) have been approved by ADB but have yet to start implementation.

⁶ The project was completed in October 2011, and it provided assistance to the Tri National Committees in the preparation and costing of the comprehensive national plans of action.

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Appendix 1 *continued*

Goals/Objectives and Strategies	Projects/Activities
<p>Component 2: Climate Change Adaptation and Mitigation</p> <p>The objectives of this component are to assess the potential impacts of climate change on the subregion's natural resources and ecosystems, increase awareness on these potential impacts, and formulate policies at the national and subregional levels to adapt and mitigate the impact of these changes.</p>	<p><i>To be developed.</i></p>
<p>Component 3: Promotion of Clean and Green Production Technologies</p> <p>This component aim to</p> <ul style="list-style-type: none"> • provide an enabling environment for the private sector to adopt clean and green production technologies, including awareness; • raise information sharing among production and marketing units on clean and green production technologies and good practices along the supply chain; and • identify green market opportunities for major EAGA products, especially those that are actively traded. 	<p><i>To be developed.</i></p>
<p>Component 4: Addressing Priority Transboundary Issues</p> <p>This component seeks</p> <ul style="list-style-type: none"> • to assess transboundary natural resource management issues along the priority economic corridors (e.g., the possible negative externality of enhanced infrastructure connectivity on illegal trade in natural resources and wildlife); and • identify potential and cumulative impacts on the environment of increased economic activity along the corridors in relation to transport infrastructure, urbanization and its attendant impacts on air and water quality, land conversion, and the welfare of indigenous peoples, among others. 	<p><i>To be developed.</i></p>
<p>Component 5: Mainstreaming Environment in the Other Strategic Pillars of BIMP-EAGA Cooperation</p> <p>This last component of the pillar on the environment seeks to consider environmental dimensions in the various projects and activities of BIMP-EAGA, including awareness-raising and information sharing among various stakeholders.</p>	<p><i>To be developed.</i></p>

**Appendix 2 BIMP-EAGA Implementation Blueprint 2012–2016:
Two-Year Rolling Pipeline by Strategic Pillar, 2012–2013**

Strategic Pillars and Projects	
Strategic Pillar 1. Enhanced Connectivity	
	Kuala Lurah Border Crossing Facility (Brunei Darussalam)
	Pandaruan Bridge (Brunei Darussalam)
	Pontianak –Entikong Transport Link (Indonesia)
	Palawan Ports Development Program (Philippines)
	First Equator Asia Access Forum and Airline CEOs Summit (BIMP-EAGA)
	Trans Borneo Power Grid: Sarawak–West Kalimantan Power Interconnection (Indonesia and Malaysia)
	ICT Rural Outreach Program (iROP) (Brunei Darussalam and Philippines)
	Intelligent Clearance Identification (iCLID) (Brunei Darussalam and Malaysia)
	Strengthening and Improvements in CIQS Procedures (BIMP-EAGA)
Strategic Pillar 2. Food Basket Strategy	
	Rice Production/Plantation Project (Brunei Darussalam, Indonesia, and Philippines)
	Seaweed Project: Compilation of Good Practices and Standards Harmonization (BIMP-EAGA)
Strategic Pillar 3. Tourism Development	
	Community-Based Ecotourism (CBET) Pilot Sites Development Program (BIMP-EAGA)
	Marketing and Promotion (BIMP-EAGA)
Strategic Pillar 4: Environment	
	Coastal and Marine Resources in the Coral Triangle: Southeast Asia
	Regional Cooperation on Knowledge Management, Policy and Institutional Support to the Coral Triangle Initiative
	Developing Sustainable Alternative Livelihoods in Coastal Fishing Communities in the Coral Triangle (Indonesia and Philippines)
	Support for the Strengthening of the Sulu–Sulawesi Tri National Committee and the Subcommittees on Marine Protected Areas and Networks; Sustainable Fisheries; and Endangered, Charismatic, and Migratory Species

