



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

BIMP-EAGA Project Manual



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Abbreviations

ADB	–	Asian Development Bank
ASEAN	–	Association of Southeast Asian Nations
BAPPENAS	–	National Development Planning Agency
BEBC	–	BIMP–EAGA Business Council
BIMP–EAGA	–	Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area
BIMP–FC	–	BIMP–EAGA Facilitation Centre
EPU	–	Economic Planning Unit
ICT	–	Information and communications technology
MM	–	Ministerial Meeting
NEDA	–	National Economic and Development Authority
NS	–	national secretariat
NSM	–	National Secretariat Meeting
PAC	–	Project Appraisal Committee
PCR	–	project completion report
PPER	–	project performance evaluation report
RBM	–	results–based monitoring
SO	–	senior officials
SOM	–	senior officials meeting

NOTE: “\$” refers to US dollars.

Introduction

1.1 Background

The Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area (BIMP-EAGA) Roadmap for Development 2006–2010 was adopted at its Second Summit in 2005. The roadmap provided the direction for BIMP-EAGA to pursue its development goal in the medium term. In 2008, a midterm review of the roadmap was undertaken to ascertain the relevance of its thrusts, projects, and activities in light of changes faced by the subregion in a dynamic environment. While its goal and thrusts remained relevant, a key recommendation of the review was to **strengthen the preparation and implementation of projects in the subregion**, as the vehicle for achieving its goal.

In response, the BIMP-EAGA Implementation Blueprint 2012–2016 was endorsed in March 2012, as the successor of BIMP-EAGA roadmap 2006–2010 for planning in the subregion. An equally important use of the blueprint is as a framework for a more disciplined process of project planning, implementation, and monitoring. Only projects with well-defined concepts and implementation plans will be selected for inclusion in the Implementation Blueprint. It will also adopt a results-based framework that enables project designers and implementers to have higher quality project delivery and greater accountability. Thus, the identification, selection, and implementation of BIMP-EAGA projects will be guided by this framework.¹

GOAL

To narrow the development gap across within EAGA member countries as well as across the ASEAN-6 countries

Guided by the framework, a project manual for BIMP-EAGA is designed to translate the goal, thrusts, and objectives of the subregion into realistic, sound, and implementable projects. In particular, this manual will help those concerned in project identification, conceptualization, formulation, selection, financing, implementation, and monitoring and evaluation. As an integral part of the process, the involvement of participants in each phase of the project cycle will also be spelled out.

1.2 Purpose of the Project Manual

This Project Manual serves as a guide for the design, selection, implementation, and monitoring and evaluation of BIMP-EAGA projects. More specifically, it outlines the key steps and processes in developing a project that will translate the BIMP-EAGA policy goals and agreements into concrete results—outputs, outcomes, and impacts—and tangible benefits.

¹ See Appendix 1 for an analysis of in-country institutional constraints and challenges facing the BIMP-EAGA member countries in project planning and implementation in relation to their respective national annual budgeting and development planning processes.

The manual will also be important in specifying the responsibilities and accountabilities of all actors involved in the project cycle, from identification; to appraisal, selection, approval, prioritization, facilitation, and implementation; and to completion of the cycle in monitoring and evaluation.

1.3 Target Users

This Project Manual is directed to project proponents and sponsors and public and private stakeholders of BIMP-EAGA. It includes those responsible for the various units comprising the subregion, such as the senior officials, clusters and working groups, national and local government agencies and their national secretariats, BIMP-EAGA Business Council, and BIMP-EAGA Facilitation Centre. The manual will also be useful to development partners and potential investors whose interests would relate to the design, financing, and implementation of BIMP-EAGA projects.

1.4 Approaches and Principles

The Project Manual adopts the following approaches in the project cycle:

- User-friendly and provides useful information and practical tips and templates; and
- Tasks to be carried out spelled out at each stage of the cycle.

The manual is based on the following principles:

- Simplified processes to encourage project submission by all stakeholders;
- Standardized project cycle with uniform documentation requirements;
- Defined responsibilities of the various BIMP-EAGA institutional structures within the project cycle; and
- BIMP-EAGA Facilitation Centre as the focal and integral structure throughout the project formulation and monitoring and evaluation processes.

BIMP-EAGA Project Cycle

2.1 What constitutes a project?

The initiatives and measures defined in the BIMP-EAGA plans and strategic documents, particularly the BIMP-EAGA Implementation Blueprint 2012–2016 and subregional agreements, can be implemented through:

- **Collaborative/joint projects:** for example, projects that require combined commitment and effort of more than one member countries, e.g., cross-border land transport connectivity project for the construction of a ‘friendship bridge’ that requires joint effort of two BIMP-EAGA member countries (see **Figure 1**); and/or
- **National projects that contribute to subregional development:** for example, expansion of a seaport in a member country, which will play a part in facilitating trade within BIMP-EAGA) (see **Figure 2**).

Figure 1 Pandaruan Bridge: Collaborative Project



The Pandaruan Bridge, officially launched in December 2013, was jointly built by Brunei Darussalam and Malaysia with equal cost sharing arrangement.

Sources: **Borneo Post online**. 2013. Friendship Bridge a symbol of close M'sia-Brunei ties. <http://www.theborneopost.com/2013/12/09/friendship-bridge-a-symbol-of-close-msia-brunei-ties/#ixzz2zVdkYaav> and Malaysian National News Agency. 2013. Friendship Bridge a symbol of close Malaysia-Brunei ties. 9 December. <http://www.theborneopost.com/2013/12/09/friendship-bridge-a-symbol-of-close-msia-brunei-ties/#ixzz2zVdkYaav>

Figure 2 Brooke's Point Port: National Project that Contributes to Subregional Development



The expansion of Brooke's Point Port is a national initiative of the Philippines under the Palawan Ports Development Program. It is one of the pipeline projects of the BIMP-EAGA Implementation Blueprint 2012–2016, considering the port's potential in promoting and facilitating intra-EAGA trade and people movement.

Source: Philippine Ports Authority.

OBJECTIVES

Increased trade
Increased tourism
Increased investments

Projects are carried out to achieve the goals of BIMP-EAGA. Each project is a specific activity or group of activities that contains a

- set of specific objectives that are linked to the goal of the subregional plan,
- timeframe or specific starting and ending dates that include milestones scheduled within the proposed timeframe, and
- clearly defined expected results and outputs.

Projects may be carried out within a given planning period or may be sequenced over a longer period of time.

Project is a specific activity or group of activities carried out to achieve a specific goal (e.g., policy development project, physical infrastructure project, capacity building project).

Activities are groups of tasks carried out using inputs to produce the desired outputs (e.g., field survey, report writing).

2.2 Eligibility Criteria

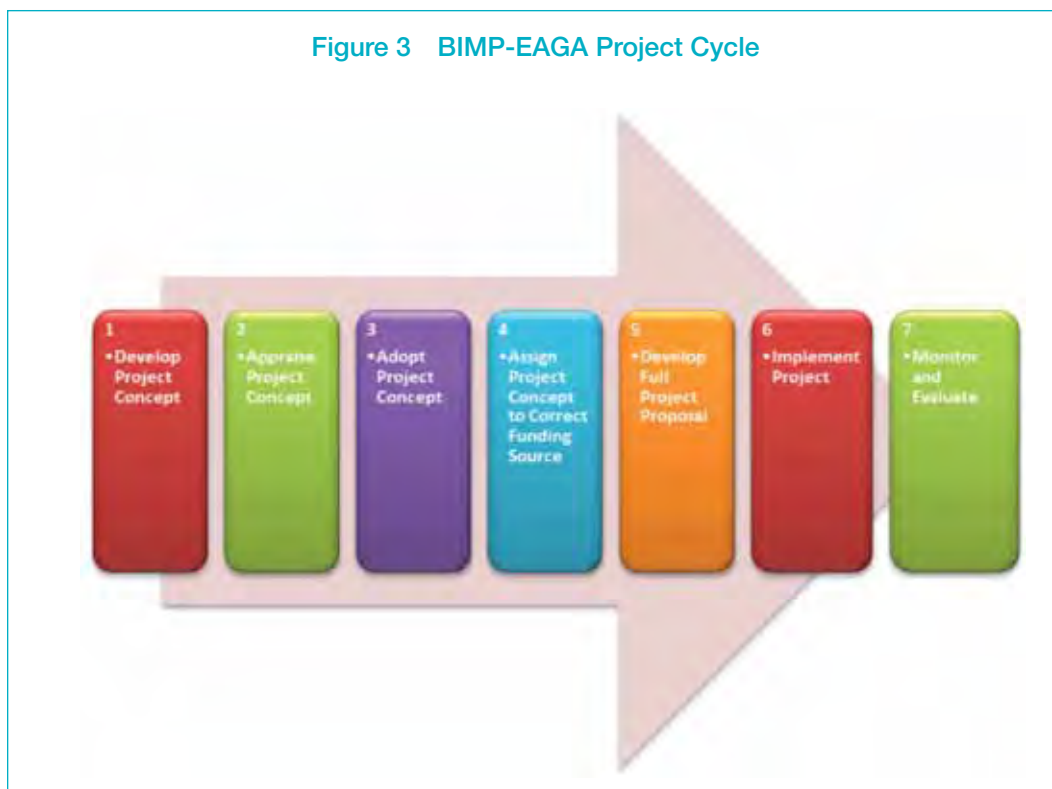
BIMP-EAGA needs the right projects to deliver the desired outcomes and impacts. A proposed project should therefore meet the following eligibility criteria:

- It addresses a priority objective of a subregional plan or agreement.
- It responds to an identified need of BIMP-EAGA (i.e., a need-based project).

- It complements other projects that have been undertaken to support the implementation of the subregional plan.
- It is consistent with national development objectives of at least one BIMP-EAGA member country.

2.3 Stages of the Project Cycle

All BIMP-EAGA projects usually pass through seven successive stages, which are known as the BIMP-EAGA project cycle (**Figure 3**).



Stages 1 to 5 of the project cycle refer to the design of a project (Figure 4). These stages entail the development, appraisal, and adoption of the project concept and full project proposal (see Appendix 2 for a more rigorous process of designing a project, i.e., to start with stakeholder analysis, problem and objectives analysis, and analysis of alternatives).

Stage 6 is the project implementation, which involves the generation of the planned outputs and outcome through a series of actions or activities (Figure 4).

Stage 7 of the project cycle requires project monitoring and evaluation (M&E). The performance of the project is monitored and the results are evaluated and fed back into operations for future project designs (**Figure 4**).

Figure 4 Key Phases of the BIMP-EAGA Project Cycle

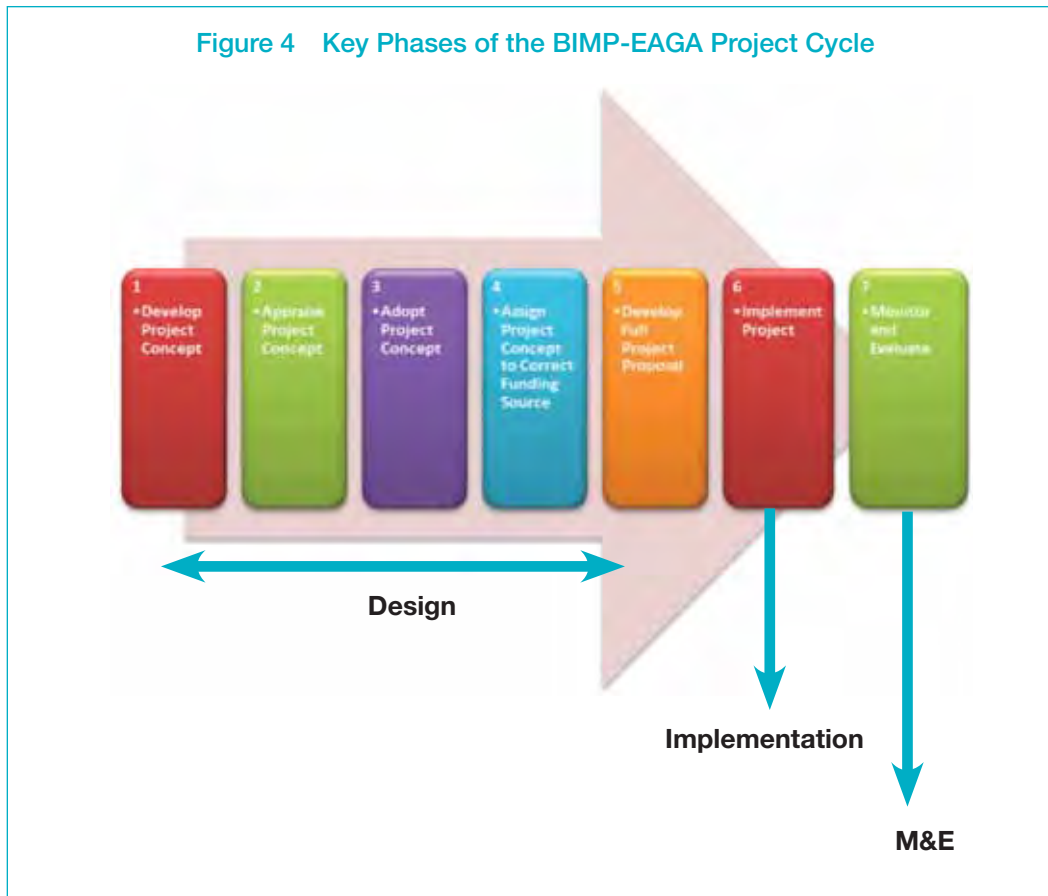


Table 1 provides a detailed explanation of the key successive steps involved in each stage of the project cycle. In certain cases, a project may be self-funded by member countries. Funding may come from national, provincial, or state government; and/or private sources. Projects may be national in nature but require BIMP-EAGA facilitation (see Section 2.7 on guidelines on self-funded projects).

Table 1 Key Steps of BIMP-EAGA Project Cycle

1. Develop Project Concept		
Action and Timeframe	Document	Responsible Body
Project proponent to identify and conceptualize issues for projects guided by the Project Concept Template provided (Appendix 3)	Project Concept Template	Project proponents: They are from the working groups (WGs), clusters, national secretariats (NSs), local government units, BIMP-EAGA Facilitation Centre (BIMP-FC), and BIMP-EAGA Business Council (BEBC). In rare occasions, Senior Officials Meeting (SOM) and Ministerial Meeting (MM) may also propose projects.
Project proponent to submit the duly completed project concept to the relevant cluster (via a WG) for pre-appraisal. Project proponent may consult the NS on the viability of the project concept beforehand.	Project concept	Project proponents, clusters, WGs, and NSs
Cluster to appraise the project concept using the Cluster Project Concept Pre-Appraisal Form (Table 2) (timeframe: 2 weeks). Appraisal is by ad-referendum/via e-mail is encouraged with BIMP-FC providing the support.	Cluster Project Concept Pre-Appraisal Form	Clusters and BIMP-FC
Cluster to submit the project concept to the Project Appraisal Committee (PAC) via the BIMP-FC if it finds the project concept satisfactory (timeframe: 1 week)	Project concept	Clusters
2. Appraise Project Concept		
Action and Timeframe	Document	Responsible Body
PAC to assess the project's desirability in terms of potential contribution to BIMP-EAGA goals and objectives (timeframe: 2 weeks)	Project concept	PAC
3. Adopt Project Concept		
Action and Timeframe	Document	Responsible Body
BIMP-FC to submit the PAC-appraised project concept to the cluster for adoption (timeframe: 2 weeks). Adoption may be done at the regular cluster meetings or by ad-referendum/via e-mail in order to speed up the process (timeframe: 2 weeks).	Project concept	BIMP-FC and clusters

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Table 1 *continued*

4. Assign Project Concept to the Correct Funding Source		
Action and Timeframe	Document	Responsible Body
BIMP-FC to identify funding opportunities and make project funding recommendations to the cluster and project proponent	Project concept	BIMP-FC
BIMP-FC to assist in funding negotiations with project funders/donors		
5. Develop Full Project Proposal		
Action and Timeframe	Document	Responsible Body
Project funder/donor may ask for a full project proposal to satisfy its funding approval criteria and procedures.	Project proposal	BIMP-FC
BIMP-FC to communicate the funding approval criteria and procedures to the cluster and project proponent, if required		
Project proponent, under the purview of the cluster, to develop a full project proposal based on the information and advice given by BIMP-FC	Project proposal. Appendix 4 shows what a full project proposal should look like (for non-infrastructure projects, e.g., feasibility studies). For projects expected to have significant environmental and/or social impacts (e.g., infrastructure project), project proponents design the projects based on Appendix 5, which entails inclusion of safeguard measures.	Project proponents and WGs
Cluster to submit the full project proposal to the PAC for review	Project proposal	Clusters and PAC
PAC to make recommendations to SOM for adoption	Project proposal	PAC and SOM
BIMP-FC to submit the SOM-adopted project proposal to the project funder/donor for funding support	Project proposal	BIMP-FC

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Table 1 *continued*

6. Implement Project		
Action and Timeframe	Document	Responsible Body
<p>Project implementation begins once funding is secured. Each project must have a project implementer as designated by the relevant cluster.</p> <p>Project implementer to ensure (i) the project work plans are achieved within the approved budget and timeframe, (ii) the expected results are achieved and reported to the cluster, (iii) the project reports are produced and submitted on time, (iv) the project funder/donor and BIMP-FC are regularly updated on the project's progress; and (v) the established administrative policies and procedures are met.</p>	Project document (i.e., essentially the approved project proposal)	Project implementers
Cluster to assign a national focal point to support the project implementer, such as providing in-kind and administrative support for in-country missions and national workshops	Project document	Clusters
7. Monitoring and Evaluation		
Action and Timeframe	Document	Responsible Body
BIMP-FC to implement the monitoring and evaluation (M&E) requirements in close collaboration with the project implementer	Project document	BIMP-FC and project implementers
BIMP-FC to ensure results of the M&E are used as input for improvement in future project designs	Project document	BIMP-FC

Figure 5 provides a summary of the key processes (start from Block 1 to Block 12) and roles of the BIMP-EAGA project cycle.

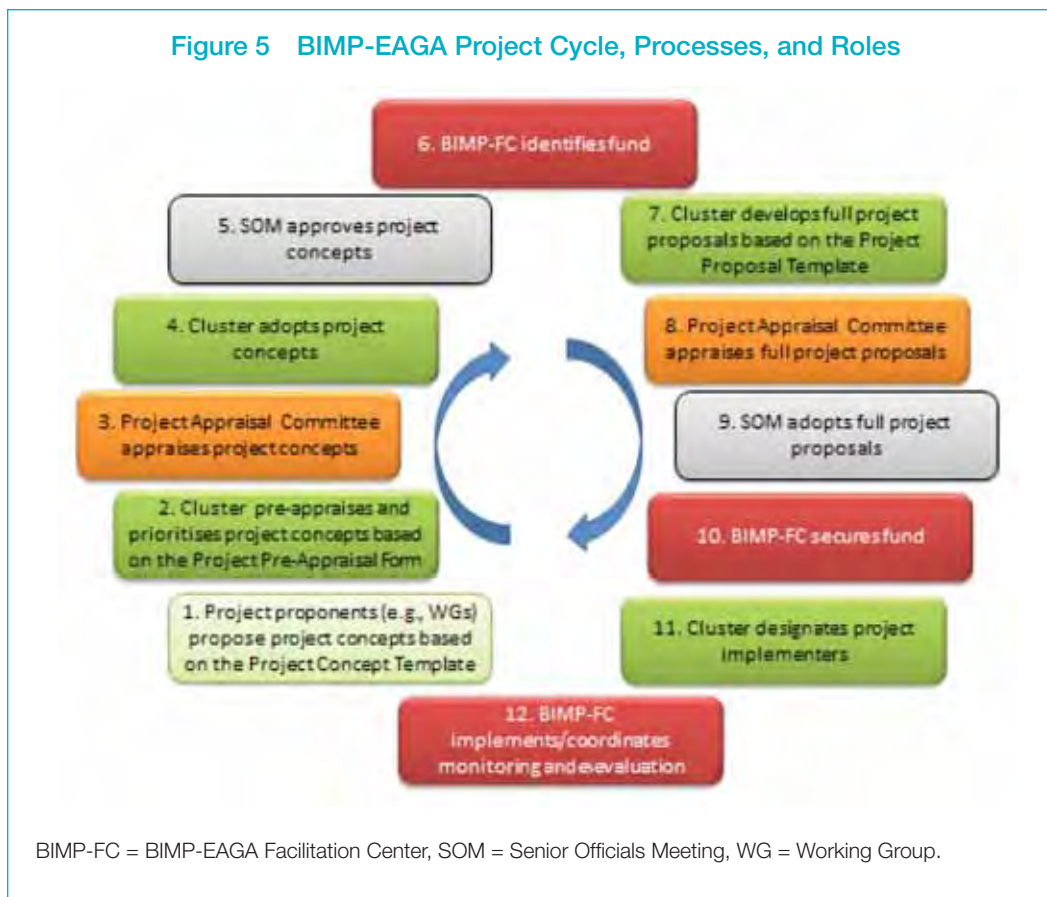


Table 2 Cluster Project Concept Pre-Appraisal Form

Questions	Score 1 = Totally disagree 2 = Disagree 3 = Partially agree 4 = Agree 5 = Totally agree
1. Subregional priority <ul style="list-style-type: none"> The project addresses a priority objective of a subregional plan or agreement. 	
2. Subregional problem <ul style="list-style-type: none"> The problem to be addressed is subregional in nature. 	
3. Subregional solution <ul style="list-style-type: none"> The problem and its causes can be effectively and appropriately addressed at the BIMP-EAGA level. 	

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Table 2 *continued*

Questions	Score 1 = Totally disagree 2 = Disagree 3 = Partially agree 4 = Agree 5 = Totally agree
4. Benefits <ul style="list-style-type: none"> Implementation of the project will bring benefits to at least two BIMP-EAGA member countries. 	
5. National priority <ul style="list-style-type: none"> The project is consistent with the national development objectives of at least one BIMP-EAGA member country. 	
6. Cluster Mandate <ul style="list-style-type: none"> The project falls under the purview of the mandate of the Cluster. 	
Total Score	
Remarks <ul style="list-style-type: none"> Accept/reject: Cluster should only accept project concepts that have a total score of 24 or higher. Prioritization: Priority should be given to the project concept that has the highest total score. 	

2.4 Results-Based Monitoring

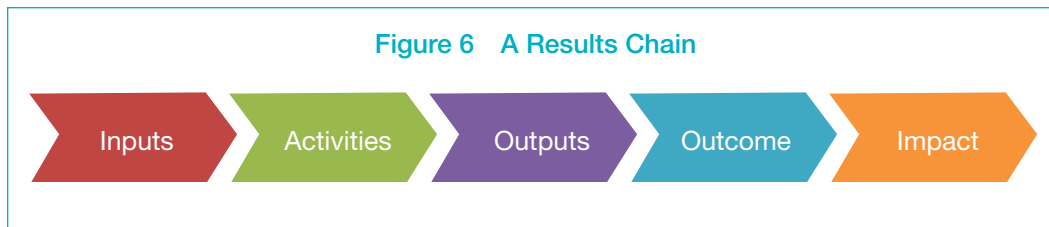
There is a growing realization among BIMP-EAGA stakeholders that producing quality outputs/deliverables is simply not enough. Projects must be able to deliver results close to where the intended beneficiaries are, such as improving access to infrastructure services by low-income households and stronger economic ties between the neighboring provinces.

Results-based monitoring (RBM) is increasingly being promoted in BIMP-EAGA to support this strategic shift toward results. The BIMP-EAGA Implementation Blueprint 2012–2016 has mandated an RBM to capture the delivery of project outputs, outcomes, and impacts. Through RBM, the project proponents and sponsors are guided by the required quality of the project for its implementation—it represents a major departure from the usual practice of progress monitoring in the past.

Results chains are used to improve planning, connect interventions to results, and enable more systematic monitoring of performance. Results chains are logic diagrams that show how certain inputs lead to the intended impact.

2.4.1 The Results Chain

The results chain framework is presented in **Figure 6**.



Inputs are resources the project needs to do its work to produce outputs. This may include consultants, equipment, funds, etc. Inputs are transformed into outputs through activities.

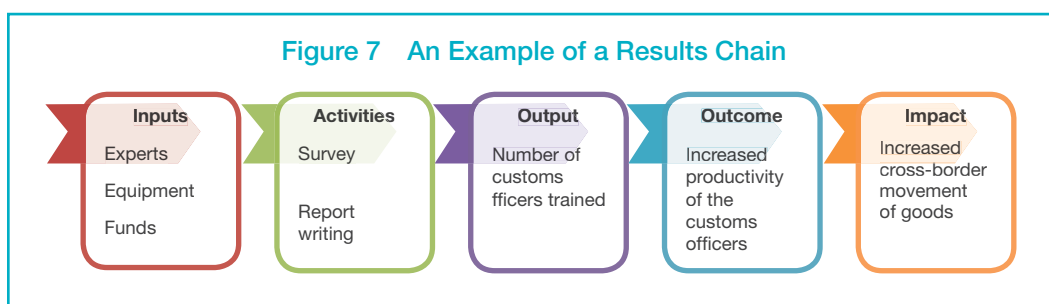
Activities are groups of tasks carried out using inputs to produce the desired outputs (e.g., field survey, report writing, etc.).

Outputs are what the project produces and leaves behind (e.g., infrastructure, new policies, laws, systems and procedures, skilled personnel) when it is completed.

Outcome is the short-term and intermediate change that occurs as a direct result of the project at its completion. The change may include a change in behavior, and removal or reduction of a specific development problem or constraint.

Impact represents the long-term and broader change that occurs within the community/organization/society/environment several years after project completion. It is influenced by many factors other than the project itself.

Figure 7 presents an example of a results chain.



While different project funders/donors may use different project proposal templates, the BIMP-EAGA Facilitation Centre (BIMP-FC) must ensure that all BIMP-EAGA project proposals that it receives and processes must include a section on RBM framework. This may be a simple RBM table as shown in **Table 3**. The BIMP-FC must make known to project proponents,

project sponsors, and project funders/donors that this is a standard requirement of all BIMP-EAGA project proposals. Essentially, the following RBM table (Table 3) must be incorporated in all BIMP-EAGA project proposals.

Table 3 Results-Based Monitoring Framework

Types of Result	Indicators	Data Sources	Assumptions/ Risks
Impact			
Outcome			
Output			

Indicators are specific measures that register progress toward a particular achievement. Indicators are useful for progress monitoring, showing whether a project has achieved what was planned. A baseline must be established as the basis for comparison. Critical attributes of well-defined indicators can be presented following SMART.

A well-defined indicator is “**SMART**,” that is

Specific – relates to the results the project seeks to achieve

Measurable – stated in quantifiable terms

Achievable – realistic in what is to be achieved

Relevant – useful for management information purposes

Time-bound – stated with target dates

There are quantitative and qualitative indicators. Quantitative indicators are measures of quantities or amounts. An example would be a 10% increase in intra-EAGA trade. Qualitative indicators are people’s judgments or perceptions about a subject, such as level of satisfaction tourists gained from visiting a tourism spot in BIMP-EAGA.

For BIMP-EAGA projects, three different types of indicators for different types of results are required:

- Output Indicators;
- Outcome Indicators; and
- Impact Indicators.

Output indicators measure the completion of deliverables, such as products and services delivered by the project.

Outcome indicators should be formulated to fit into the unique context of the intervention. They are usually set with stakeholders to ensure joint responsibility for the achievements.

Impact indicators are used to track the long-term changes to which an intervention (project implementation) contributes. Impact attempts to look at how the lives of people targeted by the project have improved. The common impact indicators on regional cooperation are growth rate of bilateral trade volume, employment figures of the targeted provinces, etc.

Sources of data include the websites, publications, and reports of national statistical offices; ministry records; reports of stakeholder surveys; academic journals; etc.

Assumptions are positive statements of conditions, events, or actions that are necessary to achieve the intended results.

Risks are negative statements of conditions, events, or actions that would adversely affect or make the project impossible to achieve the intended results.

Table 4 provides a simple example on what an RBM framework may look like.

Table 4 Results-Based Monitoring Framework: an Example

Types of Result	Indicators	Data Sources	Assumptions/Risks
Impact Increased bilateral trade between Province A in Indonesia and Province B in Malaysia	Total trade between Province A in Indonesia and Province B in Malaysia increased from \$500 million in 2010 to \$1 billion by the year 2020	Trade statistics reports of the national statistical offices	BIMP-EAGA economic downturn in the medium term, resulting in lower domestic demand in Indonesia and Malaysia
Outcome Improved land connectivity between Province A in Indonesia and Province B in Malaysia	Travel time by road between Province A in Indonesia and Province B in Malaysia reduced by 25% by 2015 (2010 baseline: 10 hours)	Road traffic statistics published by highway authorities of the two countries	Maintenance cost of the highway increasing beyond assumptions, affecting the maintenance plans of the two countries
Output Built highway linking Province A in Indonesia and Province B in Malaysia	100 kilometers of highway linking Province A in Indonesia and Province B in Malaysia completed by 2015	Reports of executing agencies	Unforeseen delays due to land acquisition for highway construction

2.5 Evaluation

Evaluation is an important element of BIMP-EAGA's project cycle (Stage 7); and it entails two dimensions: **self-evaluation** by the project and **independent evaluation** by an external party (**Figure 8**). In addition to the evaluation framework, **Table 5** outlines the key features in the conduct of evaluations.

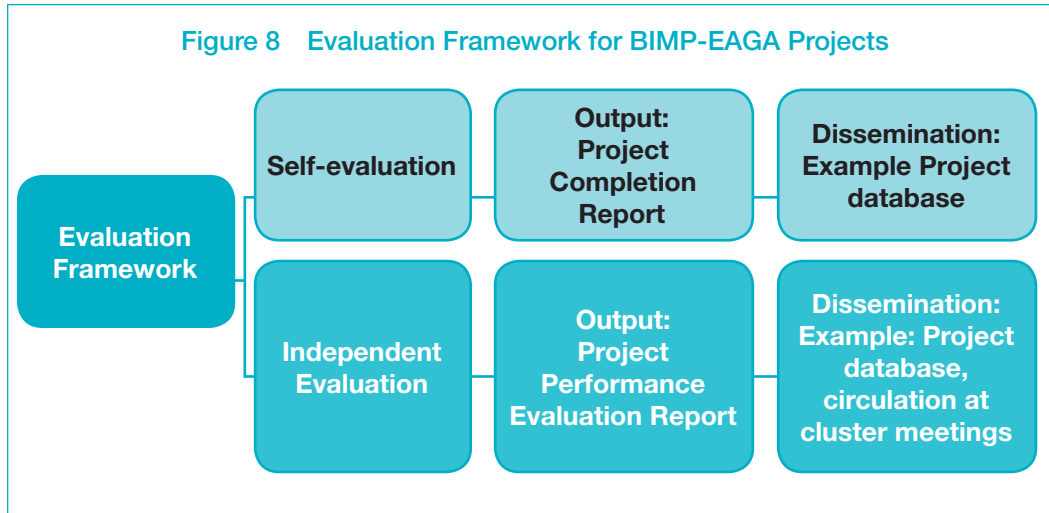


Table 5 Key Features of the Evaluation Assessment by Evaluation Dimension

Key Features	Evaluation Type	
	Self-Evaluation	Independent Review
Reporting	<ul style="list-style-type: none"> Project Completion Report 	<ul style="list-style-type: none"> Project Performance Evaluation Report
Guiding policy	<ul style="list-style-type: none"> To be completed by all projects 	<ul style="list-style-type: none"> To be undertaken for projects of reasonable size
Timeline and process	<ul style="list-style-type: none"> Submitted within 2 months of project completion date 	<ul style="list-style-type: none"> Advertisement for consultant undertaken 3 months before completion date Engagement of consultant 2 months before the completion of project Evaluation interviews held 1 month before project completion date Completion of evaluation report within 2 months after the project completion date
Undertaken by	Project manager	External consultant

The intention of a **self-evaluation** is to record and reflect on the project achievements in terms of inputs, outputs, outcome, and impact; key findings; and dissemination efforts. It also provides an internal perspective of the lessons learned and recommendations that would be valuable for consideration by the clusters for next steps and future projects. The process of self-evaluation is proposed to be reflected in a project completion report (PCR), which is also proposed to be submitted for projects funded by BIMP-EAGA, but may be optional for self-funded projects. It is further proposed that the PCRs will be submitted to the BIMP-EAGA project database, within 2 months from the project completion date. The submission and completion of the PCR is under the responsibility of the project manager.

An **independent evaluation** by a third party expert intends to be forward looking by assessing project performance, and capturing the important lessons learned from the total project cycle point of view (i.e., from project and monitoring design to implementation up to completion). Findings from an independent evaluation will be captured in a project performance evaluation report (PPER), which is proposed to be submitted to the BIMP-EAGA project database and circulated among the relevant cluster meetings. The independent evaluation is proposed to be conducted by an external consultant, completing the PPER within 3 months from the project completion date.

The **independent evaluation** will be guided by the standard evaluation criteria and methodological approach. **Table 6** provides a proposed evaluation assessment framework, containing the definitions, relevant questions, and ratings of each criterion. This was developed based on various sources and guidelines from key agencies, such as the Asian Development Bank, Asia-Pacific Economic Cooperation, and the United Nations Development Programme.

Table 6 Overall Evaluation Assessment Methodology

No.	Criterion	Definition	Rating (scale 1 to 4)
1	Relevance	Assesses the reason for the project implementation, particularly whether its objectives met the requirements of the BIMP-EAGA strategic plans	Highly relevant (4) Relevant (3) Partly relevant (2) Irrelevant (1)
2	Effectiveness	Assesses the extent the project achieved its objectives	Highly effective (4) Effective (3) Less effective (2) Ineffective (1)
3	Efficiency	Assesses how well the project was implemented, looking at the ratio between its outputs and inputs, and the project's compliance with relevant project manual guidelines	Highly effective (4) Effective (3) Less effective (2) Ineffective (1)

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Table 6 *continued*

No.	Criterion	Definition	Rating (scale 1 to 4)
4	Sustainability	Assesses whether the benefits from the project are likely to continue after the project was completed or ended, through certain mechanisms or by actively engaging the relevant stakeholders that will enhance the continuity of long-term benefits	Most Likely (4) Likely (3) Less likely (2) Inefficient (1)
5	Impact	Assesses the longer-term outcomes of the project; while for the purpose of project evaluation, impact considers processes put in place through the project that would bring about desired long-term changes	Significant (4) Moderate (3) Minimal (2) Negligible (1)
Overall project assessment:	Total Score: 16 to 20 = Highly Satisfactory (HS) 11 to 15 = Satisfactory (S) 6 to 10 = Moderately Satisfactory (MS) 5 and below = Unsatisfactory (U)		

2.6 Roles and Responsibilities

The responsibilities for BIMP-EAGA projects are shared between the various subregional bodies, including the SOM, clusters, working groups, Project Appraisal Committee, national secretariats, Local Government Unit Forum, BIMP-FC, BEBC, etc.

Table 7 summarizes the respective responsibility and authority of each of these bodies.

Table 7 Roles and Responsibilities of BIMP-EAGA Bodies for BIMP-EAGA Projects

BIMP-EAGA Fora	Responsibility	Authority
Senior Officials Meeting (SOM)	<ul style="list-style-type: none"> • Provide policy direction to BIMP-EAGA fora; • Enter contract with project funders/donors for project funding; and • May recommend projects, and act as project proponents in rare occasions. 	<ul style="list-style-type: none"> • Approve project proposals • Approve funding
Project Appraisal Committee (PAC) (consisting of the National Secretariats; and BIMP-FC, which is the secretariat of the PAC)	<ul style="list-style-type: none"> • Review and oversee BIMP-EAGA project development processes, • Appraise project concepts, • Appraise project proposals, • Recommend to clusters whether or not to adopt a project concept, and • Recommend to the SOM on whether or not to approve a project proposal. 	<ul style="list-style-type: none"> • Endorse project concepts • Endorse project proposals
National Secretariats (NSs)	<ul style="list-style-type: none"> • Coordinate and facilitate all in-country public sector BIMP-EAGA activities on project initiation, formulation, implementation, and monitoring and evaluation; • Advise in-country project proponents on the requirements and guidelines stipulated in this Project Manual; • Promote “bottom-up” projects from provincial, state, or local governments; • Facilitate funding support (from both public and private sources) for BIMP-EAGA related projects; and • Ensure results-based monitoring (RBM) as an integral part of BIMP-EAGA project proposals. 	
BIMP-EAGA Facilitation Centre (BIMP-FC)	<ul style="list-style-type: none"> • Facilitate the endorsement of all project concepts and proposals; • Serve as secretariat of the PAC; • Submit project concepts that are approved by the PAC to relevant clusters for adoption; • Identify funding opportunities and assign project concepts to the correct funding source; • Assist the SOM in funding negotiations with project funders/donors; • Communicate to project funders/donors the funding approval criteria and procedures to clusters and project proponents; • Ensure RBM as an integral part of BIMP-EAGA project concepts and proposals; • Submit full project proposals to project funders/donors for funding support (if such full proposals are required by project funders/donors); • Implement monitoring and evaluation (M&E) requirements of all BIMP-EAGA projects in close collaboration with project implementers; • Report the results of M&E to the SOM, clusters, and NSs; and • Ensure results of the evaluation are fed back into operation for improvements in future project designs. 	

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Table 7 continued

BIMP-EAGA Fora	Responsibility	Authority
Clusters (project sponsors)	<ul style="list-style-type: none"> • Pre-appraise and prioritize project concepts; • Adopt project concepts that are deemed relevant by the PAC; • Act as project sponsors, i.e., to take ownership and support the contents of the project concept; • Designate relevant entities as project implementers; and • Designate national focal points to support the project implementer in project implementation. 	<ul style="list-style-type: none"> • Adopt project concepts • Designate project implementers • Designate national focal points to support project implementation
Working Groups (WGs)	<ul style="list-style-type: none"> • Interface between project proponents and clusters 	
Project Proponents (may come from the NSs, clusters, WGs, local government forum, BIMP-FC, BEBC, and even SOM and Ministers' Meeting)	<ul style="list-style-type: none"> • Develop project concepts and project proposals based on the guidelines and steps stipulated in the Project Manual, and • Refine and improve project concepts and project proposals based on the recommendations of the PAC. 	
Project Implementers	<ul style="list-style-type: none"> • Ensure project work plans are achieved within the approved budget and timeframe, • Report project implementation progress to clusters (project sponsors) and BIMP-FC, and • Provide BIMP-FC with all information needed for RBM. 	
Special Task Forces	Where necessary, special task forces may be created by SOM or WG to expedite and resolve relevant project issues.	

2.7 Self-Funded Projects

In some cases, projects could be nationally oriented and include regional elements that depend on BIMP-EAGA facilitation. These projects could be self-funded through respective member countries' contributions (e.g., national or provincial government's budget); or other sources, such as international donors (not via the official BIMP-EAGA process) or private sector funding (e.g., private investment).

The fully self-funded projects are exempted from

- submission of project concept,
- assessments by the BIMP-EAGA approving committee,
- project approval procedures contained in this Project Manual, and
- project submission target dates.

Nevertheless, in the spirit of conformity and alignment to the BIMP-EAGA framework, the implementers of self-funded projects are required to

- provide the clusters and BIMP-FC with a summary on project background, profile, and rationale;
- outline the importance and relevance of the project to BIMP-EAGA;
- specify the assistance needed from BIMP-EAGA; and
- regularly update the clusters and BIMP-FC on project outcomes and outputs.

References

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Appendix

APPENDIX 1

Institutional Capacity

One of the key problems in the identification, prioritization, design, financing, and monitoring of BIMP-EAGA projects is the lack of coordination between the national and local representatives in BIMP-EAGA and other national authorities responsible for project planning, financing, and approval. Appendix 1 presents a summary of the relevant institutional issues and challenges of each member country. It examines their annual budget formulation and approval cycles and national development planning processes. In most cases, national development plans set the overall budget priorities.

A.1 Country Summary

Table A. 1 provides a comparison of the annual budget formulation and approval cycles and national development planning processes of the four BIMP-EAGA member countries.

A.1.1 Annual Budget Formulation and Approval

Each country has its own set of rules and procedures in the use of public money. It is observed that there is no significant variation in their budgeting processes across the BIMP-EAGA member countries. In general, the budget formulation process involves budget requests, budget examinations, budget recommendations, and budget approvals.

Increasingly, a bottom-up approach is used in budget preparation, which implies greater engagement of local and business communities in designing and adopting the budget. Stakeholder consultation is a common feature in the national budget formulation process in all BIMP-EAGA member countries. Inputs and proposals are sought from national, provincial/state, and local government agencies; private sector; civil society organizations; and academe, to ensure a more inclusive budget.

The agencies leading the budgeting process, i.e., the Ministry of Finance in the case of Brunei Darussalam, Indonesia, and Malaysia; or the Department of Budget and Management of the Philippines, do not involve directly in BIMP-EAGA meetings. However, through consultative process, it is possible for projects related to BIMP-EAGA will be involved into the annual budgeting cycle and get funded under national budget.

A.1.2 National Development Planning Process

The national planning function exists alongside budgeting, with the national economic planning agencies playing a key role. Similar to the national budgeting process, the planning agencies adopt bottom-up and multi-stakeholder consultative approaches toward national development planning.

Brunei Darussalam BIMP officials are almost entirely from the national government (see Table A. 2). Many of them are in one way or another involved in the national development planning process. This provides a convenient and strategic platform for them to incorporate BIMP-EAGA related projects in the short-, medium-, and long-term national development plans. In Malaysia, its BIMP-EAGA signing minister, senior official, and national secretariat are themselves in the lead national planning agency (i.e., the Economic Planning Unit of the Prime Minister's Department). BAPPENAS (the National Development Planning Agency), in the case of Indonesia; and the National Economic and Development Authority (NEDA), in the case of the Philippines, do not directly take part in BIMP-EAGA meetings and activities. Being multi-sectoral government agencies with regional offices situated in the subregion, they also maintain close and substantive relationships with the various sector ministries, including those involved in BIMP-EAGA meetings.

There are avenues for inclusion of BIMP-EAGA projects in the national budget and national development plans. But a negotiation process is involved since every ministry and government agency has to justify for public funds. To ensure strong negotiation power on the part of the BIMP-EAGA stakeholders, an effective and cohesive in-country BIMP-EAGA institution structure and process are imperative.

Table A.1 Comparison of Annual Budget Formulation and National Development Planning of Brunei Darussalam, Indonesia, Malaysia, and the Philippines

Country/ Fiscal Year	Annual Budget Formulation and Approval Cycle	National Development Planning
Brunei Darussalam (Fiscal year: April–March)	<ul style="list-style-type: none"> • April: Issuance of treasury and revenue warrant by the Ministry of Finance to heads of department (including permanent secretaries) • June–July: Formulation of budget strategy and annual ceilings • July–August: Discussion of the budget strategy and ceilings by the cabinet ministers • August–September: Issuance of budget circular including annual budget ceilings, departments submit their budget proposals • September: Analysis and recommend budget proposals • October–December: Negotiation between the National Budget Committee and respective permanent secretaries on their budget proposals • January–February: Discussion and approval of the final budget by the cabinet ministers • March: Approval of the budget by the Legislative Council and obtain supply bill enacted as law with the Sultan’s consent <p>Lead agency: Ministry of Finance</p>	<ul style="list-style-type: none"> • In addition to the yearly budget and development planning cycles, there is a 5-yearly national development plan (NDP) cycle. • NDP outlines the distribution of government funding and the budget allocated for development in various sectors of the country. • Current 10th National Development Plan (2013–2017) is the second 5-year plan to have been formulated in line with the objectives of Brunei Darussalam’s long-term development plan, “Vision Brunei 2035.” • Design and implementation of NDPs is coordinated and monitored by the Department of Economic Planning and Development. <p>Lead agency: Department of Economic Planning and Development, Prime Minister’s Office</p>

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Table A1 continued

Country/ Fiscal Year	Annual Budget Formulation and Approval Cycle	National Development Planning
Indonesia (Fiscal year: Calendar year)	<ul style="list-style-type: none"> • January/February: Establishment of the level of resources available for the next budget by the Ministry of Finance • May–June: Submission of the pre-budget report to the Parliament; and conduct of discussions by the Ministry of Finance with the Budget Committee on fiscal policy and overall ceiling, and by spending ministries and agencies with their respective sectoral commissions on detailed allocations • June: Agreement with Parliament on budget policies and priorities • July–August: Finalization of the budget proposal; delivery of a budget speech by the President to Parliament on 16 August • August–October: Review of budget proposal by the Budget Committee and sectoral commissions • October: Approval of the budget • November–December: Finalization of detailed budget implementation guidance <p>Lead agency: Ministry of Finance</p>	<ul style="list-style-type: none"> • The National Development Planning Agency (BAPPENAS) is responsible for the annual government-wide work plan, as well as the 5-year and long-term development plans. • The annual government-wide work plan follows the structure of the 5-year plan. • The 5-year plan is operationalized each year through an annual work plan, which aims to inform the annual budgeting process. • There is an ongoing initiative to unify the relationship between the plan and the budget and to put in place a unified chart of accounts for planning, budget formulation, and budget implementation. • BAPPENAS usually starts the fiscal year with a series of internal workshops identifying the specific priorities for the following year and the funding needs. The President, Vice President, minister for BAPPENAS, finance minister, and the three coordinating ministers are actively involved in this stage. Where necessary, ministers of line ministries are invited to take part in the workshops. • A cabinet meeting is held in March to deliberate the draft annual government-wide work plan and to approve the broad outlines. • BAPPENAS holds a series of Musrenbang or stakeholder forums in April and May with regional and local governments and civil society organizations before finalizing the government-wide work plan. The forums generate important inputs to the budget formulation processes of the regional governments. • The President issues the final government-wide work plan in May. <p>Lead agency: The National Development Planning Agency (BAPPENAS)</p>

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Table A1 continued

Country/ Fiscal Year	Annual Budget Formulation and Approval Cycle	National Development Planning
<p>Malaysia</p> <p>Fiscal year: Calendar year</p>	<ul style="list-style-type: none"> • January: A “call circular” is issued to all ministries and related agencies for the New Year Budget Estimates for the preparation of the coming year budget. Agencies from different sectors prepare their written suggestions for the coming year budget. Generally, every ministry has to prepare their budget plan and submit to the Ministry of Finance. Budget dialogues are held to solicit inputs and recommendations from public and private stakeholders. • March: Ministry of Finance receives the fiscal suggestions. • April: Preliminary hearing is conducted. • May–July: Budget hearing is held, and the New Year Budget Estimates are approved by the Ministry of Finance and the Cabinet. • August–September: Budget reading, agreement by the Cabinet, and tabling of the budget document to the Parliament are held. • September–December: Parliament conducts debate and approves the budget document. Upon approval of the budget document, the Minister of Finance issues Warrant of the Expenditure for the various government agencies to execute the budget. <p>Lead agency: Ministry of Finance</p>	<ul style="list-style-type: none"> • The Economic Planning Unit (EPU) issues a special circular with guidelines on the preparation process of a new 5-year plan to relevant government departments. • EPU holds meetings with members of Inter Agency Planning Group to generate inputs (e.g., macro-framework, policy targets, strategies, development budget) for the development of the plan. • EPU also receives proposals from federal ministries and agencies and state governments. EPU evaluates the proposals submitted by taking into account all the comments from the National Economic Consultative Council and private sector. • The National Development Planning Committee formulates and reviews all proposals for national development and makes recommendations on resource allocation. • EPU prepares a draft plan and presents it to the National Development Planning Committee, and receives the consent and approval from Cabinet before tabling it to the Parliament. • EPU is also responsible for the preparation and evaluation of the development budget. EPU sets the development ceiling in each of the 5-year development plan while the Ministry of Finance is responsible for the annual disbursement. <p>Lead agency: Economic Planning Unit (EPU)</p>

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Table A1 continued

Country/ Fiscal Year	Annual Budget Formulation and Approval Cycle	National Development Planning
<p>Malaysia</p> <p>Fiscal year: Calendar year</p>	<ul style="list-style-type: none"> • January: A “call circular” is issued to all ministries and related agencies for the New Year Budget Estimates for the preparation of the coming year budget. Agencies from different sectors prepare their written suggestions for the coming year budget. Generally, every ministry has to prepare their budget plan and submit to the Ministry of Finance. Budget dialogues are held to solicit inputs and recommendations from public and private stakeholders. • March: Ministry of Finance receives the fiscal suggestions. • April: Preliminary hearing is conducted. • May–July: Budget hearing is held, and the New Year Budget Estimates are approved by the Ministry of Finance and the Cabinet. • August–September: Budget reading, agreement by the Cabinet, and tabling of the budget document to the Parliament are held. • September–December: Parliament conducts debate and approves the budget document. Upon approval of the budget document, the Minister of Finance issues Warrant of the Expenditure for the various government agencies to execute the budget. <p>Lead agency: Ministry of Finance</p>	<ul style="list-style-type: none"> • The Economic Planning Unit (EPU) issues a special circular with guidelines on the preparation process of a new 5-year plan to relevant government departments. • EPU holds meetings with members of Inter Agency Planning Group to generate inputs (e.g., macro-framework, policy targets, strategies, development budget) for the development of the plan. • EPU also receives proposals from federal ministries and agencies and state governments. EPU evaluates the proposals submitted by taking into account all the comments from the National Economic Consultative Council and private sector. • The National Development Planning Committee formulates and reviews all proposals for national development and makes recommendations on resource allocation. • EPU prepares a draft plan and presents it to the National Development Planning Committee, and receives the consent and approval from Cabinet before tabling it to the Parliament. • EPU is also responsible for the preparation and evaluation of the development budget. EPU sets the development ceiling in each of the 5-year development plan while the Ministry of Finance is responsible for the annual disbursement. <p>Lead agency: Economic Planning Unit (EPU)</p>

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Table A1 continued

Country/ Fiscal Year	Annual Budget Formulation and Approval Cycle	National Development Planning
<p>Philippines</p> <p>Fiscal year: Calendar year</p>	<ul style="list-style-type: none"> • Preparation phase: Budget call is issued in December; stakeholder engagement begins; technical budget hearings; executive review; consolidation, validation, and confirmation; presentation to the President and Cabinet. The National Budget for 2013 was prepared using a “bottom-up” approach. • Legislation/budget authorization phase: This starts upon the House Speaker’s receipt of the President’s Budget and ends with the President’s enactment of the General Appropriations Act. House deliberations; Senate deliberations; Bicameral deliberations; ratification and enrolment; President’s enactment and veto. • Execution phase: Release guidelines and program; budget execution documents; allotment and cash release programming; allotment release; incurring obligations; allocation; disbursement. • Accountability phase (takes place alongside the Budget execution phase): Performance targets and outcomes; budget accountability reports; quarterly agency performance review; year-end budget performance assessment review; audit. <p>Lead agency: Department of Budget and Management</p>	<ul style="list-style-type: none"> • The Philippine Development Plan has a 6-year timeframe. • The National Economic and Development Authority (NEDA) coordinates the formulation of national development plans. • Consultations are conducted throughout the country with the participation of various government agencies, regional development councils, local government units, private sector, civil society organizations, and academe to generate inputs and determine directions to the plan. • The existing plan (2011–2016) focuses on promoting inclusive growth, poverty reduction, improving competitiveness, employment generation, improving access to financing, investing in infrastructure, among others. • Guided by the national plan, the various regional development offices of NEDA also roll out their individual regional development plans for their respective areas. <p>Lead agency: The National Economic and Development Authority (NEDA)</p>

Sources: Jón R. Blöndal. 2010. Budgeting in the Philippines. *OECD Journal on Budgeting*. Volume 2010/2. pp. 1–22; J.R. Blöndal, I. Hawkesworth, and H.-D. Choi. 2009. Budgeting in Indonesia. *OECD Journal on Budgeting*. Volume 2009/2. pp. 1–31; Official websites of the Ministry of Finance, Brunei Darussalam; Ministry of Finance, Indonesia; Economic Planning Unit, Malaysia; National Economic and Development Authority and Department of Budget and Management, Philippines; National Economic and Development Authority. 2011. *Philippine Development Plan 2011–2016*. Manila.

A.1.3 BIMP-EAGA Institutional Structure

The BIMP-EAGA institutional structure is modelled after the ASEAN institutional framework, sharing a multi-tiered and hierarchical formation consisting of Leaders Summit, Ministerial, Senior Officials, and cluster/working group processes (**Table A.2**).

Table A.2 Representation of National and Provincial/State Agencies in BIMP-EAGA Fora

Country	Forum/Meeting	Lead Agency	Level
Brunei Darussalam	Ministerial Meeting (MM)	Ministry of Foreign Affairs and Trade	National
	Senior Officials Meeting (SOM)	Ministry of Foreign Affairs and Trade	National
	National Secretariat Meeting (NSM)	Ministry of Foreign Affairs and Trade	National
	Transport Cluster	Ministry of Communications	National
	Agri-Business Cluster	Ministry of Industry and Primary Resources	National
	Power Infrastructure Cluster	Energy Department, Prime Minister's Office	National
	Information and Communications Technology (ICT) Cluster	Ministry of Communications	National
	Tourism Cluster	Ministry of Industry and Primary Resources	National
	Trade and Investment Facilitation Cluster	Ministry of Foreign Affairs and Trade	National
	Environment Cluster	Ministry of Development	National
Indonesia	MM	Coordinating Ministry for Economic Affairs	National
	SOM	Coordinating Ministry for Economic Affairs	National
	NSM	Coordinating Ministry for Economic Affairs	National
	Transport Cluster	Ministry of Transportation	National
	Agri-Business Cluster	Ministry of Agriculture	National
	Power Infrastructure Cluster	Ministry of Energy and Mineral Resources	National
	ICT Cluster	Ministry Of Communication And Information Technology	National
	Tourism Cluster	Ministry of Culture and Tourism	National
	Trade and Investment Facilitation Cluster	Ministry of Trade	National
	Environment Cluster	Ministry of Forestry	National

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Table A2 continued

Malaysia	MM	Economic Planning Unit	National
	SOM	Economic Planning Unit	National
	NSM	Economic Planning Unit	National
	Transport Cluster	Ministry of Infrastructure Development and Communication Sarawak	State
	Agri-Business Cluster	Ministry of Agriculture and Agro-Based Industry	National
	Power Infrastructure Cluster	Ministry of Public Utilities Sarawak	State
	ICT Cluster	Ministry of Communication and Multimedia	National
	Tourism Cluster	Ministry of Tourism and Heritage Sarawak	State
	Trade and Investment Facilitation Cluster	Ministry of International Trade & Industry	National
	Environment Cluster	Ministry of Tourism, Culture and Environment Sabah	State
Philippines	MM	Mindanao Development Authority	Provincial
	SOM	Department of Trade and Industry	National
	NSM	Mindanao Development Authority	Provincial
	Transport Cluster	Department of Transportations and Communications	National
	Agri-Business Cluster	Department of Agriculture	National
	Power Infrastructure Cluster	Department of Energy	National
	ICT Cluster	National Telecommunications Commission	National
	Tourism Cluster	Department of Tourism	National
	Trade and Investment Facilitation Cluster	Department of Trade and Industry	National
	Environment Cluster	Department of Environment and Natural Resources	National

Source: BIMP-FC.

A.1.4 Concluding Remarks

The bottom-up approach to national budgeting and development planning can only work well if there is a strong in-country BIMP-EAGA institutional set up. The sector/line ministries that are involved in the BIMP-EAGA working groups and clusters play a critical role in consolidating and elevating BIMP-EAGA interests/agenda to higher level of domestic decision-making process. Generally, the sector/line ministries lack the capacity in identifying and formulating sound projects for BIMP-EAGA.

The problem is exacerbated by the lack of technical guidance on project identification and formulation from the national secretariat (NS) and BIMP-EAGA Facilitation Centre (BIMP-FC). As a result, sound project proposals, especially bottom-up proposals originating from the provincial or state governments, are difficult and few.

The NS represents one of the main points of contact with the provincial/state/local governments. The NS is expected to reach out and facilitate in-country participation, and coordinate information flow among in-country stakeholders. In addition, the NS is required to undertake horizontal coordination and facilitation with the other BIMP-EAGA country secretariats, BIMP-FC and BIMP-EAGA Business Council (BEBC). However the secretariats do not have adequate resources and capacity to effectively perform all these duties.

Resource limitation is not the only challenge. What is more fundamental is that both the NS and senior officials (SO) do not have political influence and mandate to manage the involvement of the sector/line ministries represented at working groups and clusters. The NS and SO are designed to be facilitators and coordinators. If a particular sector ministry does not demonstrate the needed commitment in project initiation or in moving forward a BIMP-EAGA project, the NS and SO lack the political clout to censure the ministry.

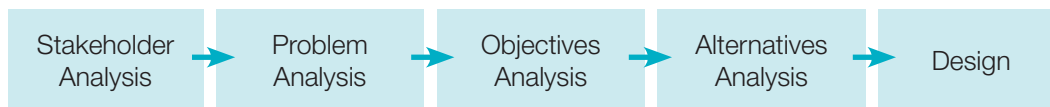
With respect to private sector involvement, the BEBC membership base is too narrow and does not allow for a fuller representation of local business interests. Like many of its government counterparts, BEBC lacks the capacity in identifying and formulating sound projects for BIMP-EAGA.

It is beyond the scope of this Project Manual to make recommendations on improving the in-country and BIMP-EAGA-wide institutional set-up and processes. The main focus of this manual is on addressing the knowledge and capacity gaps of BIMP-EAGA stakeholders in project planning and implementation by emplacing a robust and standardized project planning, implementation, and monitoring and evaluation system.

APPENDIX 2

A Rigorous Process of Designing a Project

The following flowchart shows a more rigorous process of designing a project (adopted from the *Project Performance Management System Guidelines for Preparing a Design and Monitoring Framework*, Second Edition. 2011. ADB).



Stakeholder analysis helps clarify which people and organizations are directly or indirectly involved in or affected by a specific development problem. It helps identify which groups are supportive and which groups may oppose the project strategy and subsequently obstruct project implementation. This provides a sound basis for taking appropriate actions to gain the support of opponents and to get key supporters more involved. Stakeholder analysis plays an important role in identifying the development problem. The benefits of a stakeholder analysis best unfold in workshop settings or brainstorming sessions.

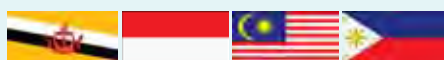
Problem analysis is used to (i) analyze the existing situation surrounding a given development problem context, (ii) identify the major related problems and constraints associated with the development problem, and (iii) visualize the cause-effect relationship in a diagram—a problem tree. The problem analysis is performed with participation of the key stakeholder groups that were identified during the stakeholder analysis.

Objectives analysis describes a situation after the problems have been resolved; identifies the means-end relationship; and visualizes the means-end relationship in a diagram referred to as an “objectives tree.”

Alternatives analysis is used to identify alternative means of achieving the desired situation or development objective, assess the feasibility of each, and agree on a project strategy.

APPENDIX 3

BIMP-EAGA Project Concept Template



BIMP-EAGA Project Concept Template (1 to 4 pages)

1. PROJECT DETAILS	
Project title:	
Cluster/Working Group:	<input type="checkbox"/> Agribusiness Working Group: <input type="checkbox"/> Agro-industry <input type="checkbox"/> Fisheries
	<input type="checkbox"/> Transport Working Group: <input type="checkbox"/> Air <input type="checkbox"/> Sea <input type="checkbox"/> Land
	Trade and Investment Facilitation Working Group: <input type="checkbox"/> SMED <input type="checkbox"/> CIQS
	<input type="checkbox"/> Power Infrastructure
	<input type="checkbox"/> ICT Infrastructure
	<input type="checkbox"/> Tourism
	<input type="checkbox"/> Environment
	<input type="checkbox"/> Others, please specify:
Proposed project duration:	Start date: _____ End date: _____
Coverage/target countries:	
2. PROPONENT PROFILE	
Organization:	
Address:	
Telephone:	Fax: _____ E-mail: _____
Type of business:	
Principal contact person:	
Name:	
Position:	
Telephone:	E-mail: _____
Declaration:	<input type="checkbox"/> This project concept was developed in accordance with the BIMP-EAGA Project Manual. <input type="checkbox"/> This project concept was developed based on other governing guidelines. Please specify:
Signature:	
Date:	

Table continued

3. PROJECT DESCRIPTION AND SUMMARY
<p>3.1 Project Background and Relevance</p> <ul style="list-style-type: none"> • <i>Why should the project be undertaken?</i> • <i>Summarize the specific development problem or constraint that the project aims to address. Is the problem or constraint subregional in nature?</i> • <i>Can the problem or constraint and its causes be effectively and appropriately addressed at the BIMP-EAGA level?</i>
<p>3.2 Link to BIMP-EAGA Plan or Agreement</p> <ul style="list-style-type: none"> • <i>Which subregional plan or agreement does the project intend to address.</i> • <i>How will the project contribute to the goal and objectives of the subregional plan or agreement?</i> • <i>Which strategic pillar/section/measure of the subregional plan or agreement does the project aim to address?</i>
<p>3.3 Impact</p> <ul style="list-style-type: none"> • <i>Briefly describe the project's expected impact. For example, is it going to increase bilateral trade between Province A in Indonesia and Province B in Malaysia?</i> <p>Note: Impact is the long-term and broader changes that occur within BIMP-EAGA's community/ organization/society/environment contributed by the project outcome. In some cases, impacts may only come 5 to 10 years after the outcome has been attained.</p>
<p>3.4 Outcome</p> <ul style="list-style-type: none"> • <i>Briefly describe one major outcome attributed to the project when it is completed. For example, is it going to improve land connectivity between Province A in Indonesia and Province B in Malaysia?</i> <p>Note: Outcome is the short-term and intermediate change that occurs after the project outputs have been successfully delivered/completed.</p>
<p>3.5 Outputs</p> <ul style="list-style-type: none"> • <i>Briefly describe the project's outputs (what are the deliverables). For example, is the output a trans-boundary highway rehabilitated, a policy document adopted, staff skills upgraded, etc?</i>
<p>3.6 Activities</p> <ul style="list-style-type: none"> • <i>Briefly describe the project's major activities. What specifically is the project going to do? For example, is it going to construct a road, train staff, develop policy, draft legislation, conduct survey, etc?</i>
<p>3.7 Beneficiaries</p> <ul style="list-style-type: none"> • <i>Briefly outline the relevant beneficiaries.</i>
<p>3.8 Stakeholders</p> <ul style="list-style-type: none"> • <i>Briefly outline the relevant stakeholders to be engaged.</i>
<p>3.9 Ongoing and Previous Projects</p> <ul style="list-style-type: none"> • <i>If there are relevant current or past projects, how would this project build upon or complement them?</i>

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Table continued

3.10 Proposed Project Budget Allocation		
Description	Estimated budget (\$)	% Share of the total budget
1. Personnel/labor		
2. Equipment/materials		
3. Meetings/workshops/ trainings		
4. Reports		
5. Travel		
6. Dissemination		
7. Others (please specify)		
Total		

3.11 Funding Source:

National/provincial/state government

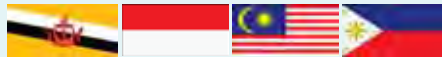
Private sector

International

Others: _____

APPENDIX 4

Full Project Proposal Template for Non-Infrastructure Projects



BIMP-EAGA Project Proposal Template (Non-Infrastructure Project)

(Maximum of 12 pages)

1. PROJECT DETAILS	
Project title:	
Cluster/Working Group:	<input type="checkbox"/> Agribusiness Working Group: <input type="checkbox"/> Agro-industry <input type="checkbox"/> Fisheries
	<input type="checkbox"/> Transport Working Group: <input type="checkbox"/> Air <input type="checkbox"/> Sea <input type="checkbox"/> Land
	Trade and Investment Facilitation Working Group: <input type="checkbox"/> SMED <input type="checkbox"/> CIQS
	<input type="checkbox"/> Power Infrastructure
	<input type="checkbox"/> ICT Infrastructure
	<input type="checkbox"/> Tourism
	<input type="checkbox"/> Environment
	<input type="checkbox"/> Others, please specify:
Proposed project duration:	Start date: _____ End date: _____
Coverage/target countries:	
2. PROPONENT PROFILE	
Organization:	
Address:	
Telephone:	Fax: _____ E-mail: _____
Type of business:	
Principal contact person:	
Name:	
Position:	
Telephone:	E-mail: _____

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Table continued

Declaration:	<input type="checkbox"/> This project concept was developed in accordance with the BIMP-EAGA Project Manual. <input type="checkbox"/> This project concept was developed based on other governing guidelines. Please specify:
Signature:	
Date:	

3. PROJECT PROPOSAL

SECTION 1: PROJECT BACKGROUND

1.1 Project summary and context

- Briefly summarize the description of the project.
- Briefly outline recent development trends, context and setting.
- Briefly describe any past projects or current initiatives that the intended project will build upon.

1.2 Project rationale

- Why should the project be undertaken?
- Summarize the specific development problem or constraint that the project aims to address. Is the problem or constraint subregional in nature?
- Can the problem or constraint and its causes be effectively and appropriately addressed at the BIMP-EAGA level?

SECTION 2: PROJECT DESCRIPTION AND APPROACH

2.1 Project relevance and alignment

- Which subregional plan or agreement that the project intends to address?
- How will the project contribute to the goals and objective of the subregional plan or agreement?
- Which strategic pillar/section/measure of the subregional plan or agreement that the project aims to address?

2.2 Impact

- Briefly describe the project's expected impact. For example, is it going to increase bilateral trade between Province A in Indonesia and Province B in Malaysia?

Note: Impact is the long-term and broader change that occurs within BIMP-EAGA's community/organization/society/environment contributed by the project outcome. In some cases, impact may only come 5 to 10 years after the outcome has been attained.

2.3 Outcome

- Briefly describe one major outcome attributed to the project when it is completed. For example, is it going to improve land connectivity between Province A in Indonesia and Province B in Malaysia?

Note: Outcome is the short-term and intermediate change that occurs after the project outputs have been successfully delivered/completed.

2.4 Outputs

- Briefly describe the project's outputs (what are the deliverables). For example, is the output going to be a trans-boundary highway rehabilitated, a policy document adopted, staff skills upgraded, etc?

2.5 Activities

- Briefly describe the project's major activities. What specifically is the project going to do? Is it going to construct highway, train people, develop policy, draft legislation, conduct survey, etc?

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Table continued

<p>2.6 Beneficiaries</p> <ul style="list-style-type: none"> Briefly outline the relevant beneficiaries. 																
<p>2.7 Stakeholders</p> <ul style="list-style-type: none"> Briefly outline the stakeholders to be engaged. Briefly explain how the stakeholders will be engaged. 																
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<p>3.3 Potential risks</p> <ul style="list-style-type: none"> Briefly summarize what potential risks may arise and relevant mitigating measures to manage the risks? <table border="1"> <thead> <tr> <th>No.</th> <th>Risks</th> <th>Mitigating measures</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Risks	Mitigating measures													
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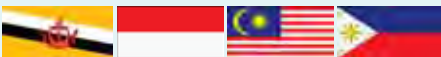
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Table continued

SECTION 4: FUNDING		
4.1 Proposed Project Budget Allocation		
Description	Estimated Budget (\$)	% Share of the Total Budget
1. Personnel		
2. Equipment/materials		
3. Meetings/workshops/ trainings		
4. Reports		
5. Travel		
6. Dissemination		
7. Others (please specify)		
Total		
4.2 Funding Source		
<input type="checkbox"/> National/provincial/state government <input type="checkbox"/> Private sector <input type="checkbox"/> International <input type="checkbox"/> Others: _____		

APPENDIX 5

Full Project Proposal Template for Infrastructure Projects with Significant Environmental and Social Impacts

 BIMP-EAGA Project Proposal Template (Non-Infrastructure Project) (Maximum of 12 pages)	
1. PROJECT DETAILS	
Project title:	
Cluster/Working Group:	<input type="checkbox"/> Agribusiness Working Group: <input type="checkbox"/> Agro-industry <input type="checkbox"/> Fisheries
	<input type="checkbox"/> Transport Working Group: <input type="checkbox"/> Air <input type="checkbox"/> Sea <input type="checkbox"/> Land
	Trade and Investment Facilitation Working Group: <input type="checkbox"/> SMED <input type="checkbox"/> CIQS
	<input type="checkbox"/> Power Infrastructure
	<input type="checkbox"/> ICT Infrastructure
	<input type="checkbox"/> Tourism
	<input type="checkbox"/> Environment
	<input type="checkbox"/> Others, please specify:
Proposed project duration:	Start date: End date:
Coverage/target countries:	
2. PROPONENT PROFILE	
Organization:	
Address:	
Telephone:	Fax: E-mail:
Type of business:	
Principal contact person:	

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Table continued

Name:			
Position:			
Telephone:			E-mail:
Declaration:	<input type="checkbox"/> This project concept was developed in accordance with the BIMP-EAGA Project Manual. <input type="checkbox"/> This project concept was developed based on other governing guidelines. Please specify:		
Signature:			
Date:			

PROJECT PROPOSAL
SECTION 1: PROJECT BACKGROUND
<p>1.1 Project Summary and Context</p> <ul style="list-style-type: none"> • Briefly summarize the description of the project. • Briefly outline recent development trends, context, and setting. • Briefly describe any past projects or current initiatives that the intended project will build upon.
<p>1.2 Project Rationale</p> <ul style="list-style-type: none"> • Why should the project be undertaken? • Summarize the specific development problem or constraint that the project aims to address. Is the problem or constraint subregional in nature? • Can the problem or constraint and its causes be effectively and appropriately addressed at the BIMP-EAGA level?
SECTION 2: PROJECT DESCRIPTION AND APPROACH
<p>2.1 Project Relevance and Alignment</p> <ul style="list-style-type: none"> • Specify which subregional plan or agreement that the project intends to address. • How will the project contribute to deliver the goals and objective of the subregional plan or agreement? • Which strategic pillar/section/measure of the subregional plan or agreement that the project aims to address?
<p>2.2 Impacts</p> <ul style="list-style-type: none"> • Briefly describe the project's expected impact. For example, is it going to increase bilateral trade between Province A in Indonesia and Province B in Malaysia? <p>Note: Impacts are the long-term and broader changes that occur within BIMP-EAGA's community/organization/society/environment contributed by the project outcome. In some cases, impacts may only come 5 to 10 years after the outcome has been attained.</p>
<p>2.3 Outcome</p> <ul style="list-style-type: none"> • Briefly describe one outcome attributed to the project when it is completed. For example, is it going to improve land connectivity between Province A in Indonesia and Province B in Malaysia? <p>Note: Outcomes are the short-term and intermediate changes that occur after the project outputs have been successfully delivered/completed.</p>

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Table continued

<p>2.4 Outputs</p> <ul style="list-style-type: none"> Briefly describe the project's outputs (what are the deliverables). For example, is the output a trans-boundary highway rehabilitated, a policy document adopted, staff skills upgraded, etc? 																
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SECTION 4: SAFEGUARDS		
4.1 Environment		
<ul style="list-style-type: none"> <i>Environmental assessment and measures: Identify potential environmental impacts and risks of the project and describe the environmental management plan to be implemented by the project implementer.</i> 		
4.2 Involuntary Resettlement		
<ul style="list-style-type: none"> <i>Resettlement planning: Identify adverse impacts of a project on the physical, economic, and sociocultural assets of affected persons, including ethnic minorities, and the corresponding measures to help restore or even improve pre-project standards of living.</i> 		
4.3 Indigenous Peoples		
<ul style="list-style-type: none"> <i>Indigenous people's planning: Identify indigenous people who may be beneficially or adversely affected by the project and prescribe the corresponding measures to help restore or even improve pre-project standards of living.</i> 		
SECTION 5: FUNDING		
5.1 Proposed Project Budget Allocation		
Description	Estimated Budget (\$)	% Share of the Total Budget
1. Consultants		
2. Civil works		
3. Equipment/materials		
4. Environmental and social mitigation		
5. Meetings/workshops/trainings		
6. Reports		
5. Travel		
7. Dissemination		
8. Contingencies		
8. Others (please specify)		
Total		
5.2 Funding Source		
<input type="checkbox"/> National/provincial/state government		
<input type="checkbox"/> Private sector		
<input type="checkbox"/> International		
<input type="checkbox"/> Others: _____		

