

ASIAN DEVELOPMENT BANK

TAR: THA 39158

PROPOSED

TECHNICAL ASSISTANCE
(Financed by the Asian Tsunami Fund)

TO THE

KINGDOM OF THAILAND

FOR THE

SUBREGIONAL DEVELOPMENT PLAN FOR THE TSUNAMI-AFFECTED

ANDAMAN REGION

June 2005

CURRENCY EQUIVALENTS

(as of 1 May 2005)

Currency Unit	–	baht (B)
B1.00	–	\$0.0256
\$1.00	–	B38.9883

ABBREVIATIONS

ADB	–	Asian Development Bank
DTCP	–	Department of Town and Country Planning, Ministry of Interior
FPO	–	Fiscal Policy Office
MOF	–	Ministry of Finance
MONRE	–	Ministry of National Resources and Environment
NESDB	–	National Economic and Social Development Board
SRDP	–	subregional development plan
SSTA	–	small-scale technical assistance
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Subnational government administration
Theme	–	Sustainable economic growth, environmental sustainability, inclusive social development, governance
Subtheme	–	Fostering physical infrastructure development, urban environment, human development

NOTES

- (i) The fiscal year (FY) of the Government and its agencies ends on 30 September.
- (ii) In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. On 20 January 2005, the Fiscal Policy Office (FPO) of the Ministry of Finance (MOF) requested technical assistance (TA) from the Asian Development Bank (ADB) to assist the Government of Thailand in developing a subregional development plan (SRDP) for the Tsunami-Affected Andaman Region. ADB agreed with FPO that the most effective response to the request would be to undertake the task in two phases because of the urgency of the requirement, the complexity of the task and resource requirements needed for the proposed planning exercise, and the challenging scheduling demands requested by the Government. The first phase, which involves defining the scope of the exercise and producing an outline SRDP, would be implemented through a small-scale technical assistance (SSTA). The second phase, dependent on and defined by the outcome of the first phase, involves developing a comprehensive SRDP and preparing several related sub-plans, in line with the broad requirements set out in MOF's formal request. ADB approved the initial SSTA for phase 1 in February 2005 and an outline SRDP was completed on 12 April 2005.

2. To prepare the TA for the second phase, a fact-finding mission (the Mission) from ADB visited Bangkok from 7 to 8 April 2005. The Mission reached an agreement with the Government on the objectives, scope, components, cost estimates, implementation arrangements, and consultants' terms of reference of the proposed second phase.¹ The TA, to be implemented by FPO in MOF, will build upon the SSTA. The Mission consulted with representatives of MOF, the National Economic and Social Development Board (NESDB), the Ministry of Tourism, and the Department of Town and Country Planning (DTCP). The TA framework is in Appendix 1.

II. ISSUES

3. On 26 December 2004, a massive undersea earthquake close to Indonesia's Aceh province created a series of tidal waves, or tsunamis, that devastated the coastal regions of East Africa, India, Indonesia, Maldives, Sri Lanka, and Thailand. In Thailand, the entire Andaman coast strip between the borders of Malaysia and Myanmar was affected. Within this area, Krabi, Phanga, and Phuket provinces (KPP subregion) suffered the most damage. The devastation caused by the tsunamis is unprecedented in terms of scale and human impact and has subsequently aroused national and international concern and solidarity. The Thai Government has effectively responded to the immediate needs of organizing humanitarian support in the aftermath of the tragedy. Short-term remedial efforts to help rebuild shattered communities and restore the natural environment have been underway. While short-term measures on livelihood restoration, social support, and environmental upgrading by both the Thai Government and the international community are ongoing, attention is now increasingly focusing on the medium and longer-term implications for the affected provinces. The need for an effective and comprehensive medium and long-term plan for the affected provinces is increasingly being recognized.

4. A total of 392 villages and some 54,500 people were affected by the tsunami in the affected provinces of Thailand, with over 5,000 deaths recorded and many others missing. In particular, the KPP subregion suffered from a range of economic problems brought about by the disaster, notably related to the subregion's two main sources of livelihood: fishing and tourism. Social impacts have been severe, with a dramatic rise in vulnerable groups such as orphans, one-parent families, and displaced people whose homes have been destroyed, and sudden loss

¹ The TA first appeared in *ADB Business Opportunities* (Internet edition) on 26 April 2005.

of employment and income in areas heavily dependent on tourism or fishing. The natural environment of the subregion has also been seriously damaged, notably through erosion of beaches and sedimentation of coastal ecosystems, and impacts on the coastal scenery and on the marine and coastal national parks of the Andaman coast comprising corals and mangroves. While the Government, with the support of several development partners, is carrying out short-term actions such as repairing the fishing fleet, restoring fresh water wells, reconstructing houses, rehabilitating villages and resorts, and restoring livelihoods, many of these processes have long-term impacts and require long-term planning.

5. The KPP provinces exhibit a wide range of contrasting issues and problems, some prevalent before the tsunami, but all now under the common cause of rehabilitation. Negative trends in the development of the subregion were evident before the disaster, including (i) the uncontrolled development in the tourism centers of Phuket and Phi Phi Island (which may have inadvertently contributed to the human scale of the disaster), and in newly emerging centers such as Khao Lak and Krabi; (ii) the increasing pressure on the natural environment from tourism (such as impacts on coral from marine sports) and over-fishing; and (iii) poor coordination of planning policies within the subregion. In terms of social development, the sense of community spirit that the disaster has fostered has led to calls for greater empowerment in decision making by local people, and a need for longer term socioeconomic restructuring through (i) training in skills, (ii) greater diversity in employment, (iii) upgrading of services in rural towns and villages, and (iv) retaining and attracting highly skilled people through better social and environmental conditions. As the pressure to devote more funds for reconstruction has gathered pace immediately after the tsunami, it is now necessary to channel both aid and development pressures under an integrated and sustainable plan so that the considerable potential of the subregion can be optimized without duplicating efforts and creating diseconomies of scale. Resource planning at the strategic level is necessary to ensure that (i) aid and development trends are directed towards the medium and long-term needs of resident populations, (ii) planning recommendations are sustainable economically and environmentally, and (iii) all actions are well-coordinated and complementary to each other. It is envisaged that the SRDP will allow the subregion to move from a state of adversity to one of greater opportunity.

6. The unbalanced spatial distribution of development efforts is also a problem. In the tourism sector, much aid has been directed towards Phuket and Phi Phi Island. However, other areas with good potential for tourism (such as Krabi and Phanga) have not received a similar level of attention. Meanwhile, the ongoing repair of fishing boats and the relocation of some fishing communities away from the coast have led to local concerns on the immediate prospects of the local fishing industry, and the disenchantment regarding Government re-housing policies, with many of the new settlements' design deemed to be inappropriate to local needs and aspirations. Problems resulting from an out-migration of young people from the most adversely affected areas to 'honey pots' such as Phuket, where jobs are more varied and plentiful, may also be anticipated. This would exacerbate congestion and social pressure in the more developed parts of the subregion and lead to socioeconomic decline and isolation in underprivileged areas. The need to rectify subregional imbalances caused by the tsunami calls for long-term solutions.

III. THE PROPOSED TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The TA is expected to contribute to the long-term sustainable and balanced development of the provinces affected by the tsunami. The outcome of the TA is the preparation of a SRDP encompassing the KPP subregion, within a time frame of 15 years (2006–2020), and a medium-term action plan for priority actions and projects for 2006–2008. The SRDP will help the Government coordinate and monitor the sustainable planning of the subregion over the medium and long term, taking a comprehensive and multisectoral view. It will provide a collective overview of the aid initiatives being carried out by different national and international aid agencies, and include an effective structure to coordinate the results of these efforts for the current and potential crises or disasters. The scope, and outputs of the SRDP were determined during the preparation of the outline plan during phase I. The outputs of the TA are: (i) a situational analysis, (ii) an overall structure plan, (iii) area plans, (iv) broad key strategies, (v) priority sector and thematic plans, and (vi) detailed pilot action plans. A detailed program for the implementation of the SRDP, including time frames, responsibilities of the different agencies at central and local levels, and an estimated budget for each activity and project included in the SRDP will be also prepared.

8. The overall structure plan will provide the general direction of development in terms of land use, population distribution, settlement pattern, economic activity, social infrastructure and major utility and transport infrastructure. It would highlight key areas for investments, either for special economic sectors such as industry, tourism, and agriculture, or for specific conservation and environmental protection measures. It will provide an overview of the general direction for the six provinces affected by the Tsunami in the Andaman region, but will particularly focus on the KPP subregion.

9. The area plans will define in greater detail the specific activities according to a particular area's potential and/or needs. These will cover geographically homogenous areas such as coastlines particularly affected by the disaster, where pressures for restructuring are greatest, or areas where the environment is especially fragile and in need of protection. The area plans will identify particular projects or local policy initiatives. They will define areas where development could take place according to special design standards and those where conservation measures should be strictly applied. The area plans would also be the basis for establishing planning and design guidelines that would control the form, nature, and extent of urban and resort development along the coast.

10. The four key broad strategies will cover (i) regional economic development, (ii) environmental conservation and sustainable development, (iii) infrastructure planning, and (iv) community development and livelihoods. Following these strategies, several priority sector and theme plans will be prepared including, at least, tourism, fisheries, technology- and/or knowledge-based industries, conservation of marine and terrestrial environments, coastal management, urban design and land use control guidelines, social development (health and education, support to vulnerable groups and poverty reduction), regeneration of small- and medium-sized enterprises, human resource development, special infrastructure needs, and culture.

11. Detailed pilot action plans covering urban design for particular localities and/or planning solutions for special circumstances and needs will be prepared. The action plans could cover a variety of circumstances and challenges, such as the sustainable planning of high density

resorts, the management of carrying capacities at sensitive environmental areas, planning for eco-tourism, cultural rehabilitation plans for historic areas, conservation of fragile marine and terrestrial environments, and the planning of new forms of economic activities, such as those based on the knowledge economy, technology and other "clean" types of industry. These action plans could be replicated for other parts of the country.

B. Methodology and Key Activities

12. The TA will conduct a comprehensive review of the subregion, which will include lessons learned from previous regional plans prepared by the Government. The current level of infrastructure services and resources, and institutional, policy, and human resource conditions will be assessed to identify competitive strengths, weaknesses, opportunities and threats facing the subregion. Data will be collected through surveys, interviews, focus group discussions, and secondary data sources to assess the need and potential for community participation and private sector involvement. Surveys will be targeted at the household level, while interviews and focus group discussions will target specific groups such as females, youth, community leaders, migrants, religious groups, and national and local government authorities. Opinions from various groups will provide the necessary inputs to design project parameters and to ensure broad-based participation and support for the plan. Workshops and consultative meetings will be held to sensitize communities and local government officials on the contents of the SRDP, obtain their support, and disseminate the findings of the TA. The TA will build on the results and information collected during phase 1.

13. A participatory approach will be undertaken to ensure that local communities and other key stakeholders actively contribute to the preparation of the SRDP. The TA activities include: (i) reviewing information and collecting and evaluating data on the economic, social, environmental, infrastructural and institutional situation of the subregion before and after the tsunamis (ii) preparing for and implementing field surveys to assess the (a) socioeconomic status of the different groups of residents, and (b) the situation and potential of key sectors such as tourism; and (iii) conducting workshops and public hearings to obtain critical inputs from stakeholders and to present draft outputs. The TA will build on and collaborate with previous and current initiatives and activities implemented by different ministries, local authorities or development partners in the sectors covered by the SRDP.

C. Cost and Financing

14. The total cost of the TA is estimated at \$1.7 million equivalent, comprising \$1,179,000 in foreign exchange cost and \$521,000 equivalent in local currency cost. The TA will be financed on a grant basis by the Asian Tsunami Fund. Cost estimates are in Appendix 2.

D. Implementation Arrangements

15. FPO will be the Executing Agency responsible for the day-to-day management of the TA, and for ensuring that all relevant government, private sector, civil society, and other agencies are involved in the process. FPO has established a TA steering committee (SC), chaired by the director general of FPO, with members from NESDB, DTCP, Ministry of Interior, Community Organization Development Institute, Ministry of Tourism, and Department of Fisheries to oversee the TA implementation. Other organizations such as the National Parks, Wildlife, and Plan Conservation Department; Department of Marine and Coastal Resources; and Tourism Authority of Thailand could also become members of the SC, if necessary, and decided by FPO. The local authorities from the three provinces will also be represented in the SC, which

will convene to review and endorse the consultants' reports, and/or at the request of any member, to discuss major policy and implementation issues.

16. The TA will be implemented over 9 months from mid-July 2005 to mid-April 2006. An international consulting firm will be selected using the quality- and cost-based selection method in association with local consulting firms or individual domestic consultants. Simplified technical proposals will be provided by the consultants. The TA will require approximately 120 person-months of consulting services (50 person-months of international and 70 person-months of domestic consultant input) with expertise in regional planning, regional economics, land use planning, environment/natural resource management, infrastructure planning, tourism, community development, crisis management and prevention, social development and gender, and institutional development. The consultants will be recruited in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB on the engagement of domestic consultants. Outline terms of reference on the consulting services are given in Appendix 3. Equipment to be provided under the TA will be purchased in accordance with ADB's *Guidelines for Procurement*. All bidders, suppliers, contractors, and consultants shall observe the highest standards of ethics in procuring and executing ADB-financed contracts and will be subject to sanctions if fraud and corruption are discovered. The main office of the consultant will be in Bangkok, with small offices in each of the three provinces.

17. The consultants will submit to ADB the following reports: (i) an inception report within 1 month of mobilization, which contains a summary of the assignment and TA background, methodology and/or approach, staffing and personnel, and scheduling of activities; (ii) an interim report within 5 months of mobilization, which includes a situational analysis, an overall structure plan, area plans, key strategies, and priority sector and thematic plans; (iii) a draft final report containing a refinement of the interim report and detailed pilot action plans, to be submitted within 7.5 months of consultant mobilization; and (vi) a final report at the end of the TA.

IV. THE PRESIDENT'S RECOMMENDATION

18. The President recommends that the Board approve the provision of technical assistance not exceeding the equivalent of \$1,700,000 on a grant basis to the Government of Thailand for the Subregional Development Plan for the Tsunami-Affected Andaman Region.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators	Data Sources/ Reporting Mechanisms	Assumptions and Risks
Impact <ul style="list-style-type: none"> • To contribute to the long-term sustainable and balanced development of provinces affected by the tsunami 	<ul style="list-style-type: none"> • The subregion reaches a sustainable level of annual economic growth of 6%, with improvements on the environment and diversification of the economy 	<ul style="list-style-type: none"> • National indicators; district and provincial level statistics; external assistance agency reports 	<ul style="list-style-type: none"> • External economic crisis • Natural or man-made disaster occur
Outcome <ul style="list-style-type: none"> • Preparing a subregional development plan (SRDP) encompassing the provinces of Krabi, Phanga and Phuket, with a time frame of 15 years (2006–2020) and a medium-term action plan for priority actions and projects (2006–2008) 	<ul style="list-style-type: none"> • SRDP prepared by FPO and accepted by the Government by 30 April 2005 	<ul style="list-style-type: none"> • Completion of technical assistance (TA) reports 	Assumptions <ul style="list-style-type: none"> • TA meets requirements set by Government and the Asian Development Bank (ADB) • Close liaison among ADB, Government ministries, and consultants Risks <ul style="list-style-type: none"> • Non acceptance of TA recommendations by the Government or other key stakeholders
Outputs <ol style="list-style-type: none"> 1. A situational analysis 2. An overall structure plan 3. Area plans 4. Broad key strategies 5. Priority sector and thematic plans 	<ul style="list-style-type: none"> • Situational analysis prepared by 30 November 2005 • Overall structure plan prepared by 30 November 2005 • Area plans prepared by 30 November 2005 • Broad key strategies prepared by 30 November 2005 • Priority sector and thematic plans prepared by 30 	<ul style="list-style-type: none"> • TA progress report • Back-to-office reports of TA review missions 	Assumptions <ul style="list-style-type: none"> • Timely and active participation from Government, ADB, and other stakeholders Risks <ul style="list-style-type: none"> • Inadequate preparatory work • Poor consultant performance • Lack of stakeholder support • Inadequate data

Design Summary	Performance Targets and Indicators	Data Sources/ Reporting Mechanisms	Assumptions and Risks
6. Detailed pilot action plans	November 2005 <ul style="list-style-type: none"> • Detailed pilot action plans prepared by 28 February 2006 		
Activities with Milestones <ul style="list-style-type: none"> • Review Information and collect and evaluate data • Prepare and implement field surveys, interviews, and focus group discussions to assess the socioeconomic status of residents • Conduct workshops to obtain critical inputs from stakeholders • Prepare the SRDP • Prepare the action plan for 2006–2008 			Inputs <ul style="list-style-type: none"> • 50 person-months of international and 70 person-months of domestic consultants • Office equipment • Project implementation assistance

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
Asian Development Bank Financing^a			
1. Consultants			
a. International			
i. Remuneration	850.0	0.0	850.0
ii. Per Diem	150.0	0.0	150.0
b. Domestic			
i. Remuneration	0.0	210.0	210.0
ii. Per Diem	0.0	70.0	70.0
c. International Travel	72.0	0.0	72.0
d. Local Travel	0.0	12.0	12.0
2. Office Equipment ^b	0.0	20.0	20.0
3. Surveys	0.0	25.0	25.0
4. Vehicle Hire	0.0	30.0	30.0
5. Workshops ^c	0.0	32.0	32.0
6. Translation	0.0	8.0	8.0
7. Reports and Publications ^d	0.0	10.0	10.0
8. Administration Support Costs ^e	0.0	36.0	36.0
9. Contract Negotiations	5.0	0.0	5.0
10. Contingencies	102.0	68.0	170.0
Total	1,179.0	521.0	1,700.0

^a Financed by the Asian Tsunami Fund.

^b Office equipment to include 3 laptop computers, 5 desktop computers, necessary software, 3 printers, 1 plotter, audiovisual equipment, 1 photocopy machine, and office furniture.

^c Includes 6 provincial workshops and 4 subregional workshops

^d Includes the production of inception, interim, draft final and final report and 500 copies of the strategy.

^e Includes, among others, the cost for renting a project office in Bangkok and a small office in the subregion and secretarial services.; it will be part of the consultant's contract.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The consulting firm will have broad experience in all aspects of planning, community participation, and capacity building as well as needed expertise in economic, environmental, and social analyses. They will collaborate closely with all the agencies members of the steering committee under the over supervision of the Fiscal Policy Office. The TA will require approximately 120 person-months of consulting services (50 person-months of international and 70 person-months of domestic consultant input). The expertise requirements are presented in table A3. The consultants will provide the following reports: (i) an inception report within 1 month of mobilization, which contains a summary of the assignment and technical assistance (TA) background, methodology/approach, staffing and personnel, and scheduling of activities; (ii) an interim report within 5 months of mobilization, which includes a situational analysis, an overall structure plan, area plans, key strategies, and priority sector and thematic plans; (iii) a draft final report containing a refinement of the interim report and detailed pilot action plans, to be submitted within 7.5 months of consultant mobilization; and (vi) a final report at the end of the TA. The terms of reference for the consulting team will be as follows:

Table A3: Individual Expertise Requirements

International	No. of Person-months	Domestic	No. of Person-months
Team leader/regional planner	9	Regional planner	7
Regional economist	6	Regional economist	7
Land use planner	3	Land use planner	7
Environmental planner	6	Environmental specialist	7
Social/community specialist planner	5	Social/community specialist	7
Tourism planner	5	Tourism planner	7
Physical planner/urban designer	4	Architect	6
Human resource specialist	3	Capacity-building specialist	5
Infrastructure planner	4	Infrastructure planner	5
Risk specialist	2	Hazard mitigation expert	3
Institutional/public consultation specialist	3	Institutional/public administration expert	5
		Geographical information systems specialist	4
Total	50		70

A. Phase 1: Situational Analysis

2. The consultants' responsibilities will include the following:

- (i) Conduct interviews with key Government agencies and players to gauge current opinions and emerging issues. Review the findings of the outline subregional development plan and make a broad situational analysis of the up-to-date issues and needs of the subregion.
- (ii) Review the status and key findings and recommendations of the various international and Government aid programs for the Andaman subregion in the wake of the tsunami.
- (iii) Confirm the broad approach for the study with Government, referring to options proposed under the outline development plan.
- (iv) Using secondary data and interview with key informants, undertake a general situational analysis of the Andaman Region and a detailed analysis of the current situation in the three provinces of Krabi, Phanga and Phuket regarding environmental quality, socioeconomic conditions, population distribution and settlement pattern, built environment, housing and community facilities, tourism resources, transport and utility infrastructure and superstructures, and existing policies, strategies, and plans for regional development.
- (v) Make a regional assessment of (a) livelihood restoration and other social needs and review of community-driven policies, and community networking; (b) shortfalls or deficiencies in health and education facilities; (c) marine and terrestrial resources, including pollution blackspots and threats to the natural environment; (d) housing shortfalls; (e) immediate issues and needs in the economic development of the region; (e) tourism resources; and (f) transport and utility infrastructure.
- (vi) Assess the disaster mitigation planning as a result of impacts of the tsunami, including a review of all relevant short and medium-term programs, plans and policies.
- (vii) Review the master plans, reports, plans, and secondary data regarding relevant existing policies, strategies, and plans for regional development and institutional arrangements.
- (viii) Expand the available information by undertaking (a) a visitor survey to understand the existing composition of tourists and their aspirations for, and perception of, the region, and prepare a profile of visitors to the region, (b) a survey of travel agents and operators in the area to understand tourist flows, market reaction, and the response and needs of the tourism industry vis-a-vis the impacts of the tsunami on tourism; (c) a socioeconomic survey of a representative sample of the main communities to identify all socioeconomic issues such as needs, preferences, behavioral patterns as a result of the tsunami, and changes in incomes and livelihoods to measure post-tsunami trends and reactions. This should be supplemented by key informant interviews with members of civil society and relevant nongovernment organizations.

- (ix) Conduct three technical consultation workshops and seminars in each of the province, involving local authorities, communities, and private sector to gauge public opinion on relevant issues, needs, problems and aspirations of the subregion;
- (x) Undertake a comprehensive analysis of the competitive strengths, weaknesses, opportunities and threats (SWOT analysis) of the subregion before and after the tsunami, and prepare a problem tree.

B. Phase 2 – Preparation of Overall Structure Plan, Area Plans, and Broad Key Strategies

3. The consultants will

- (i) identify the medium and long-term goals, objectives, strategies and targets for sustainable regional development;
- (ii) define broad policies for the region by sector and set key targets;
- (iii) define a logical framework for the SRDP with outputs, outcomes and impacts of the plan and respective monitoring indicators;
- (iv) prepare an overall structure plan determining, among others, the distribution of population and settlements, potential tourism areas, agricultural and other economic areas, conservation areas, key transport and utility infrastructure requirements, and key planning areas with special needs;
- (v) prepare area plans for each of the key areas defined in (iv) {?}, including land use plans for spatial development, development control guidelines, urban design principles and conservation measures, using examples of best practice;
- (vi) prepare an environmental strategy focusing on coastal protection and management, conservation issues, pollution prevention and control, risk mitigation against future natural and man-made disasters, and environmental planning principles for sustainable development;
- (vii) prepare a social and community development strategy building on existing community-driven policies in local planning, and develop recommendations for sustainable long-term community livelihood plans to avoid poverty and vulnerability;
- (viii) prepare an economic development strategy for the regeneration of the region, focusing on tourism development—including incentive and support policies—and incorporating (a) agriculture, fisheries, commercial, industrial, energy, technology sectors, and (b) support measures to small and medium-sized enterprises, and define priority projects for financing and potential investment sources;
- (ix) prepare an infrastructure strategy that includes transport and utility infrastructure, and special infrastructure needs such as those related to tourism, technology, and knowledge-based economies (including, where appropriate, human development and training measures);

- (x) prepare detailed sector and thematic plans for the most relevant sectors including at least tourism, fisheries; technology and/or knowledge-based industries; conservation of marine and terrestrial environments and coastal management; assess urban design and land use control, risk mitigation, health and education, poverty reduction, human resource development, livelihood regeneration, support to vulnerable groups, and capacities of key sensitive tourist areas, etc;
- (xi) establish an innovative institutional structure to manage the implementation, monitoring, review, and updating of the subregional development plan (SRDP), and investigate opportunities for introducing mechanisms such as special economic zones, coastal development areas, investment incentive policies, and emergency response measures to mitigate natural and man-made disasters.
- (xii) identify means to introduce greater community involvement in the SRDP, notably through greater empowerment in participation and decision making;
- (xiii) Give recommendations for setting up the institutional framework to implement and monitor the SRDP;
- (xiv) identify needs for more detailed priority actions within the planning areas, including those to be developed as pilot action plans in phase 3; and
- (xv) undertake three consultation workshops in the three provinces with the local community, nongovernment organizations, and members of civic society to incorporate local peoples' reactions, comments and recommendations regarding the conceptual proposals of the SRDP.

C. Phase 3: Preparation of Pilot Action Plans and Impact Assessments

3. The consultants will

- (i) undertake a broad survey of the pilot action areas to be developed—aspects to be considered, could consist of land use, land ownership, environment, community facilities and others—and define key opportunities and constraints;
- (ii) prepare an urban design and/or layout plan for each of the pilot action areas drawing on appropriate planning and design principles and examples of best practice;
- (iii) assess the sustainability of the actions regarding environmental impact and utility infrastructure needs;
- (iv) assess the broad feasibility and cost of the pilot plans;
- (v) assess the (a) likely environmental impacts of the overall development strategy, and (b) management strategies that need to be adopted to mitigate adverse impacts, and ensure sustainability in key areas, notably fisheries and tourism;
- (vi) assess the possible sociocultural impact of the development strategy, notably how indigenous culture is promoted, and the management strategies that need to be adopted to mitigate any adverse impacts;

- (vii) assess the (a) possible economic impact of the development strategy, (b) broad costs and revenue sources, and (c) management strategies that need to be adopted to mitigate any adverse impacts and enhance the positive ones;
- (viii) assess the land use and urban design impacts and refinement of planning and design guidelines to mitigate these;
- (ix) recommend mechanisms to integrate the SRDP with national and regional plans and the institutional structures needed to ensure such integration; and
- (x) organize SRDP dissemination events, including workshops and seminars in the three provinces with all actors and beneficiaries, including members of the public, to present the refined SRDP and obtain final comments on the draft plans and recommendations.
- (xi) prepare a detailed program for the implementation of the SRDP, including timeframes, responsibilities of the different agencies at central and local levels and an estimated budget for each activity and project will be also prepared.