

# Terminal Evaluation

## Asia

### 1. Outline of the Project

**Country:**

Thailand

**Project title:**

Development of the Method of Urban Development

**Issue/Sector:**

Urban Planning

**Cooperation scheme:**

Project-type Technical Cooperation

**Division in charge:**

First Technical Cooperation Division,  
Mining and Industrial Development Cooperation  
Department

**Total cost:**

380 Million yen

**Period of  
Cooperation**

1 June 1999 - 31 May 2003

**Partner Country's Implementing Organization:**

Department of Public Works and Town & Country Planning (DPT),  
Ministry of Interior

**Supporting Organization in Japan:**

Ministry of Land, Infrastructure and Transportation

**Related Cooperation:**

Dispatch of Individual Expert on; "Urban Development and Land Readjustment" and "Urban Development"

### 1-1 Background of the Project

In the Kingdom of Thailand, disorderly urban development caused various urban problems. Therefore, it was necessary to foster engineers who could plan and implement an urban plan utilizing appropriate methods for urban development at the central government and local governments. Under this circumstance, the Thai government requested the Japanese government for a project-type technical cooperation, "Development of the Method of Urban Development", aiming at developing the method for urban planning (especially land readjustment) suited to the actual situation of Thailand as well as opening systematic training courses on Urban Development and disseminating the methods of Urban Development.

### 1-2 Project Overview

In order to fix the urban problems in Thailand, the project implemented the basic course such as developing methods for Urban Development, organizing development and training courses of textbooks for training and fostering instructors.

#### (1) Overall Goal

Training is provided to the officials who belong to local authorities or central governmental organizations, such as the Bangkok Metropolitan Administration (BMA) including the Department of Public Works and Town & Country Planning and the National Housing Authority (NHA) which deal with the Urban Development (particularly urban land readjustment).

#### (2) Project Purpose

The method of Urban Development which was adapted to the socio-economic context of Thailand is developed and a training system for those dealing with the above method is developed.

#### (3) Outputs

- 1) The current situation and issues for Urban Development are studied and analyzed, and the adaptable method in Thailand to promote Urban Development is developed.
- 2) Training materials are prepared to educate government staff related to Urban Development (urban planning and urban development courses).

3) Training courses (urban planning and urban development courses) are developed and instructors are trained to educate government staff related to Urban Development.

4) The regular training courses for urban planning and urban development (Basic Courses) are commenced.

#### (4) Inputs

Japanese Side: (Maximum for E/N donation) 3,842 Million yen

Short-term Experts	44	Equipment	81 Million yen
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Long-term Experts	7	Local Cost	39 Million yen
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Trainees received	21		
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Thailand's Side

Counterparts	31		
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Land and Facilities

Local Cost	9 Million baht (30 Million yen)		
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## 2. Evaluation Team

### Members of Evaluation Team

Leader: Junsaku KOIZUMI, Special Technical Advisor, JICA

Urban Planning: Hideo MATSUDA, Director, Urban Renovation Promotion Office, Urban Policy Division, City and Regional Development Bureau, Land, Infrastructure and Transportation Ministry  
Urban Development: Mitsugu YOKOTA, Director, Technology Management Division, Technology Management Department, Urban Development Corp.

Evaluation Planning: Miki Yamauchi, First Technical Cooperation Division, Mining and Industrial Development Cooperation Department, JICA

Evaluation Analysis: Shigeo TAKASHIMA, Consultant

### Period of Evaluation

19 January 2003 - 1 February 2003

### Type of Evaluation:

Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

#### (1) Relevance

The overall goal and the project purpose have been consistent with the Thai policy of urban development and the Japanese aid policy toward Thailand. Therefore, the project was highly relevant. The function of local authorities in terms of urban planning and development has been enhanced in connection with the progress of decentralization, especially since the enhancement of the Determination of Plan and Process of Decentralization to Local Authority Act, 1999 (Decentralization Act). The importance of fostering necessary rural human resources in these fields has increased as well. The ninth National Economic and Social Development Plan (2002 - 2006) defines the "development of livable cities and communities" as one of the key issues of development strategies. To achieve the plan, the Ministry of Interior announced the national strategies of urban plan development targeting local governments throughout the country and settling at least a model area for urban development in every prefecture. The needs to human development in those fields have increased further. Judging from the above, the relevancy of the project has been increased during the cooperation period.

#### (2) Effectiveness

Many studies and researches were implemented. As a result, the methods of urban planning and urban development suited to the current situation in Thailand were developed, and the necessary textbooks were mostly prepared. As for the unaccomplished outputs, there is a prospect that they will be accomplished by the end of the project. Instructor training was

implemented for the courses of "Urban Planning Basic and Middle-class" and "Urban Development Basic". Instructor training was not implemented for the "Urban Development Middle-class" course; however the course is prospected to be conducted by the termination of the project. In the meantime, the reorganization of the government ministries in October 2002 affected the project, the management system of regional centers (regional training centers) became unstable, and thus it became difficult to implement the regular training. However, some regional centers are prepared to commence the regular training before the termination of the project.

Judging from the above, the original purpose of developing methods of urban planning and development, and a training system, as well as implementing instructor training was mostly accomplished. However, as regular training has not been implemented, the necessary knowledge and techniques to conduct actual activities have not been transferred.

### (3) Efficiency

1) The inputs from the Japanese side were appropriate. The dispatch of experts was highly appreciated by the Thai side in terms of the duration, timing and competency. The timing, quality and quantity of the provision of equipment were appropriate as well. According to the survey to the counterparts who joined the training in Japan, they mentioned "the knowledge and experiences acquired through the training in Japan were very much useful to develop textbooks and implement training for the project". Training programs in Japan were effectively conducted, and they played major roles in the project.

2) The facilities and equipment provided by the Thai side were appropriate as they had a sufficient amount of space, and the working environment was favorable, which brought no hamper to the project implementation. Thirty-one counterparts were assigned, which was more than the initial plan of ten. The thirty-one counterparts were enough for the implementing system of training and contributed to the implementation of the project. Although the reorganization of government ministries in 2002 caused institutional instability, the continuous assignment of five full-time counterparts throughout the project period greatly contributed to the efficiency of the project. Furthermore, the sufficient budget for the operation cost of the project was identified in the evaluation survey.

### (4) Impact

Notable positive impacts were observed in various aspects. The impacts can be categorized into three as follows:

1) As for the impacts to the policies of the central government, the consciousness of the government of Thailand on the concept of urban planning and development was enhanced through the implementation of the project. This led to the concrete movement of the early establishment of the legal framework of the Land Readjustment Act (will be discussed at the Congress in February 2003) or the Ministerial Regulation of DPT Administration, Ministry of Interior B.E. 2545 which clearly encouraged the promotion of land readjustment.

2) As for the impacts to the local government, the implementation of the project enhanced the concern to land readjustment by the local government. As a result, the BMS and several municipalities including Lampang and Yala have launched pilot projects for land readjustment.

3) As for the impacts to public opinion, the project activities were sometimes widely introduced to the public through newspapers and televisions. Several seminars held during the project drew big attention in Thailand and overseas with the participation of other donor countries and international organizations. Thereby, the recognition of land readjustment among the public was enhanced as well as the presence of Japanese ODA and its cooperation in the field of urban planning and development being enhanced.

### (5) Sustainability

The organizational and financial sustainability of the project were observed, however the technical sustainability of the project had some problems as described below.

1) Organizational sustainability was assured to a satisfactory level. The promotion of urban planning and development was consistent with the development policy of Thailand and the support from the Thai government could be expected. The Ministry of Interior specifically announced the strategies of urban development for the realization of "developing liable cities and communities" and nationwide development of urban planning preparation as one of its basic strategies, and the Ministerial Regulation of DPT Administration, Ministry of Interior B.E. 2545 clearly referred to the promotion of land readjustment. Judging from these facts, the amount of work on urban planning and development and the necessity of technical dissemination were increased. As a result of the reorganization of the government, the Department of Public Works and Town & Country Planning (DPT) had the authority on planning and implementation of projects. In the meantime, promotion of decentralization increased the tasks of local authorities in the fields of urban planning and development. It is expected that the necessity of capability development for local authorities in the fields will be further increased.

2) As the organizational sustainability was assured, sufficient financial support will be continuously provided in the field of urban development. The Land Readjustment Fund has been established as a part of the supporting system for land readjustment with a budget of 75 million baht in the first stage, which is the movement that is resulted in the financial sustainability.

3) The technical sustainability had some problems. The instructors for the urban planning courses have been trained to a certain extent, but teaching capabilities of the instructors cannot be measured at the moment due to the regular training course not

having commenced. Instructors for urban development courses who need to have both theoretical and practical knowledge and experiences, has yet to be given practical training reflecting on the examples of the pilot project. To promote the techniques on urban development, needless to say, the necessity of the early enactment of the Land Readjustment Act should be pointed out. Systems such as technical standards and guidelines which support the law has not been adjusted, which may hamper the implementation of the pilot projects in the future.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors Concerning the Planning

N/A

#### (2) Factors concerning the Implementation Process

1) A Japanese experts team with excellent knowledge and information in the concerned fields were dispatched, and their attitude of actively trying to understand the society and culture of Thailand fostered the trustful relationship with the Thai counterparts, which greatly contributed to the realization of the effects of the project.

2) The dispatch of individual experts to the BMA was effective in promoting the linkage between DPT and BMA, such as the support to the pilot projects of BMA from DPT and BMA's participation to the project. The dispatch of experts to the DPT which engaged in the support of pilot project implementation will lead the way to making use of the effects of the project in the actual project implementation.

3) The proactive attitude of the government of Thailand to the promotion of land adjustment backed up the implementation of the Project.

4) The continuous distribution of capable counterparts and the increasing number of counterparts from the Thai side resulted in the establishment of a system appropriate for the training, and therefore the project was smoothly implemented.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors Concerning the Planning

N/A

#### (2) Factors concerning the Implementation Process

As a result of the governmental reorganization in 2002, two organizations of former Department of Town and Country Planning and former Department of Public Works were merged into one department. The organizational instability remained and had adverse effect to the implementation of the Project. In particular, as the system or regional centers of DPT has not settled, the management of regional centers which implemented regular training caused some problems.

### **3-4 Conclusion**

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Initial objectives of the project have mostly been accomplished. Textbooks and curriculums for urban planning and development have mostly been developed. Therefore, the basic training system has been established. In the meantime, instructors have mostly been fostered, but the regular training has not been implemented yet. Practical contents based on the examples of urban development have not been included in the training. Under these circumstances however, the positive impacts that the project brought about were enormous, and it is worthy to note that the people in Thailand enhanced their concern to land readjustment.

### **3-5 Recommendations**

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(1) Although the implementation of the project has made the Thai people widely understand the concept of land readjustment, it is recommended that the Thai side swiftly set up the legal framework including the Land Readjustment Act to implement the land readjustment projects.

(2) It is necessary to set up an organizational system for DPT regional centers and to develop a management system for regular training.

(3) It is necessary to continuously improve the curriculum and textbooks for the implementation of regular training courses on urban planning and urban development as well as to make the training materials reflect the needs of the participants.

(4) It is necessary to promote the implementation of pilot projects to set up practical technical standards or guidelines.

(5) It is necessary to implement further public relations activities through mass media to get the understanding from the public since the concept of land readjustment is comparatively new to Thai people.

### **3-6 Lessons Learned**

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(1) In the fields such as urban planning and development where cultural and social backgrounds are heavily reflected, the direct introduction of Japanese techniques has boundaries in effects. Therefore, it is necessary to take time for the research and development of appropriate techniques at an early stage of the project.

(2), Since the practical knowledge and experience learned through the implementation of pilot project could be utilized as effective tools for improving the training programs; it is beneficial to pilot projects simultaneously conducted to the training implemented for a more effective training in the field of urban development.

### **3-7 Follow-up Situation**

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Upon the above recommendations, the project has been extended by two years until June 2005 with the aims of establishment of regular training of urban planning and development, the promotion of implementation of pilot projects for land readjustment and the setup of systems supporting land readjustment.