



TERMINAL EVALUATION REPORT

ON

**THE  
TECHNICAL COOPERATION PROJECT  
ON  
LOCAL MANAGEMENT  
COOPERATION  
IN THAILAND**

**FINAL REPORT**

MAIN REPORT

SEPTEMBER 2004

**JICA Thailand Office**

**KOKUSAI KOGYO (THAILAND) CO., LTD.**

TIO

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- 1 Courtesy visit to Ayutthaya Governor.
- 2 Visiting Arunyik Village, the most famous place for sword maker, in Ayutthaya province. The local authorities planned to cooperate for tourism promotion.
- 3 General condition at disposal site of Nakhon Luang Sub-district Municipality.
- 4 Visiting Silk factory in Buri Ram. The local authority planned to promote tourism for local cooperation.
- 5 Visiting homestay tourism in Buri Ram.
- 6 Local cooperation activity, tree plantation, in Buri Ram.
- 7 Closing workshop for the project.

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## ABBREVIATIONS

C/P	Counterpart
DC	Decentralization to Local Government Organization Committee
DF/R	Draft Final Report
DLA	Department of Local Administration
DOLA	Department of Local Administration ( <i>previous abbreviation</i> )
F/R	Final Report
ICT	Information and Communication Technology
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
LMC	Local Management Cooperation
MOI	Ministry of Interior
MONRE	Ministry of Natural Resources and Environment
MOU	Memorandum of Understanding
M/M	Man/Month
ODA	Official Development Assistance
OCSC	Office of Civil Service Commission
OPDC	Office of the Public Sector Development Commission
PAO	Provincial Administration Organization
P/R	Progress Report
TAO	Tambol Administration Organization
TAT	Tourism Authority of Thailand
TIA	Thailand Innovative Administration Consultancy Institute
W/S	Workshop Sites



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# 1 Outline of Evaluation Study

## 1.1 Objectives of Evaluation Study

Japan International Cooperation Agency (JICA) has decided to conduct terminal evaluation of Technical Cooperation Project on Local Management Cooperation which will be completed in Japanese fiscal year 2004. The objectives of the terminal evaluation study are as follows:

- (1) To improve its planning and management in terms of 5 evaluation criteria and to enhance effectiveness of similar projects in the future;
- (2) To meet the accountability to the Japanese tax payers through producing reports in both electronic and printed forms.

## 1.2 Members of Evaluation Study Team

The members of the Terminal Evaluation Study Team are as follows:

Assignment	Name	Nationality
Team Leader	Mr.Norio ISHIJIMA	Japanese
Technical Evaluation	Mr.Precha Chuntakorn	Thai
Evaluation Analysis	Ms.Nuengnam Navaboonniyom	Thai

## 1.3 Period of Evaluation Study

The Study starts on August 23, 2004 and ends on September 30, 2004.

## 1.4 Methodology of Evaluation Study

Based on the Record of Discussions between Japan International Cooperation Agency (JICA) and Department of Local Administration (DLA), Ministry of Interior at the initial of the project in September 2003, Progress Reports of Thailand Innovative Administration Consultancy Institute (TIA), the Team produced an evaluation grid and then prepared evaluation questions to respective stakeholders as shown below.

Table 1-1: List of Stakeholders to be Surveyed and Survey Method

Stakeholders	Study Method		
	Document Review	Interview Survey	Questionnaire Survey
Japanese Side			
1. JICA Thailand Office	X		
2. JICA's Expert	X	X	
Thai Side			
1. Department of Local Administration	X	X	
2. DLA's Staffs	X	X	X
3. Local Administrations in W/S	X	X	X
4. Local Administrations out of W/S			X
5. Local People in Workshop Sites		X	
6. DC	X	X	
7. Ministry of Interior	X	X	
8. TIA	X	X	
9. Civil Service Commission		X	

## **2 Outline of Evaluated Project**

### **2.1 Background of Project on Local Management Cooperation**

With more functions and responsibilities being transferred to local authorities from the central government, cooperation among local authorities of various forms has become a vital alternative to enhance local authority's capacity in providing public services responding to local people's various needs.

However, very few of formal local cooperation has been practiced in Thai local authorities in spite of the fact that most of their scales are not optimal to perform their expected functions.

JICA and DLA, the former DOLA, jointly studies "cooperation among local authorities" as the one of topics of Thailand-Japan Joint Research Project on Capacity Building of Thai local authorities (August 2000-August 2002). In this project, the creation of the guidelines and manuals for local authorities to establish local cooperation has been recommended.

Accordingly, JICA and DLA have launched technical cooperation project on local management cooperation (September 2003-September 2004) aiming at the creation of practical guidelines through carrying out the further study as well as holding workshops at the cities to reflect local people and local authority's needs.

### **2.2 Summary of Initial Plan of Project**

The project is implemented as one of the components of JICA Program on Capacity Building of Thai Local Authorities. Under the Program, this project is formulated based on the recommendation of DOLA-JICA Thailand Joint Research Project on Capacity Building of Thai Local Authorities (August 2000-August 2002)

The cooperation period of the project is one year from September 18, 2003 to September 19, 2004.

#### **(1) Overall Goal of the Project**

Local authorities can implement local management cooperation projects which enable them to perform enlarging areas of required functions for the benefit of local people

#### **(2) Project Purpose**

The detailed guidelines and procedure for the management of cooperation among local authorities will be established which DLA can provide to local authorities.

### (3) Outcomes

- DLA can show the clear-cut policies and the measures to local authorities for the promotion of local management cooperation
- Local authorities in the workshop sites (W/S) can understand the significances and the measures of promoting local management cooperation.

### (4) Activities

Activities in the project are divided into 3 components as follows:

#### Component 1: Research activities

- Based on the results of DOLA-JICA Joint Research Project, reviewing and studying the different types of appropriate Thai local management cooperation such as union, agreement and entrustment
- Based on the results of DOLA-JICA Joint Research Project, studying the central government policies related to local management cooperation
- Holding introductory seminars to share the information and to motivate DLA officials to consider the measures of promoting local management cooperation

Component 2: Holding workshops to grasp the current local situation and to reflect people's needs for the creation of handbooks and manuals

- Selecting the 3 (three) to 6 (six) sites where local authorities have potential needs for local cooperation
- Implementing baseline surveys to collect information on each site necessary to organize workshops in a way of obtaining expected results
- Holding the workshops for the various stakeholders to motivate them to cooperate beyond the boundary of jurisdiction, introducing the Japanese experiences on local cooperation, and considering the appropriate approach/method of cooperation
- Wrapping up and analyzing the outcomes of workshops for each case of local cooperation
- Comparing the results of workshops with considering the differences of areas and characteristics of cooperation fields

Component 3: Establishment of guidelines and procedures for local management cooperation

- Examining the results of researches and workshops and extracting necessary items and suitable approaches for promotion of local management cooperation

- Creating the guidelines and manuals for local cooperation
- Diffusing them to Thai local authorities in the way of holding seminars

## 3 Achievement of Project

### 3.1 Implementation Framework of Project

#### 3.1.1 Project Purpose

First of all, it should be made clear that the detailed guidelines and procedures for the management of cooperation among local authorities stipulated in the record of discussions of the project means the preparation of a handbook and institutional revision required for practical Local Management Cooperation (LMC), and it was confirmed through interviews with persons concerned while it was not apparently defined in the initial stage of the project.

The project was formulated in line with recommendations of the report of the Thailand Japan Joint Research Project on Capacity Building of Thai Local Authorities, which was conducted in advance in order to reveal more about necessary measures for the promotion of LMC which has not been materialized in a formal manner so far. Therefore, more detailed research and reviewing the above-mentioned joint research report have been carried out in order to clarify a desirable manner of LMC and the central government policies concerned throughout the project.

Consequently, the preparation of a handbook which may lead to the promotion of LMC, comes out as one of the project outputs. Furthermore, a working committee aiming at improvement of the legal system has been launched in response to the fact that formulation of SAHAKARN cannot be, in effect, carried out under the present law, called the “Municipality Act” established in 1953, due to a lack of specific provisions regarding concrete measures and procedures for it although the law permits its formulation.

As a result of the project implementation, the handbook for LMC has been prepared, and a draft amendment of the above-mentioned law has also been made even though a consensus in the government remains to be obtained. Judging from the above, all in all, the project purpose has been achieved.

#### 3.1.2 Overall Goal

Decentralization policies which lay down LMC may be translated into entire administrative structural reform in Thailand. There is concern that various conflicts of interests will arise since the decentralization policies will bring about not only a change in the decades-long administration system but also a change in the social system formed by it. However, it is pointed out that the materialization of LMC to be of benefit to local residents is one of the key issues to be solved. Implementation of the project may break the ice regarding this issue. It is expected that the continuation of

necessary activities conducted by Department of Local Administration (DLA) and local authorities in the main will contribute to accomplishing the overall goal.

### 3.2 Achievement in Terms of Output

The expected outputs of the project include the following two items.

Item-1: DLA shows the clear-cut policies and the measures to local authorities for the promotion of LMC.

Item-2: Local authorities in the workshop sites can understand the significance of and the measures for promoting LMC.

As mentioned above, DLA committed themselves to supporting the actualization of LMC and to amending the law concerned with LMC. According to the results of interviews and questionnaire surveys to DLA officials and local authorities in the workshop sites, most of them replied that they could understand the significance and measures for promoting LMC.

Thus, it is evaluated that the outputs of the project have mostly been achieved.

### 3.3 Achievement in Terms of Activity

The activities of the project comprise the following three components.

Component 1: Research activities

Component 2: Holding workshops to grasp the current local situation and to reflect people's needs in the creation of handbooks and manuals

Component 3: Establishment of guidelines and procedures for LMC

In Component 1, consideration of the measures for promoting LMC was one of the activities planned, based on the review of the central government's present policies concerning LMC. However, it was changed to the study of necessary measures such as revision of ministerial decree and fiscal practice in light of smoother implementation. Furthermore, the case study tour for wide range administration introduced in Japan (Nagano prefecture) was carried out in anticipation of acquiring useful information for consideration of feasible approaches to adopt in Thailand. Meanwhile, the policy deliberation seminar targeting central government officials was called off in the context that it would be long in having a shared understanding for LMC at that time. As just described, there were some changes of activities in Component 1. However, it is recognized that the implemented activities were appropriate because the more tangible measures for LMC were taken into consideration and the scheduled activity was changed according to the situation.

Regarding the objective of the workshops at the sites in Component 2, in addition to the consideration of necessary measures for promoting LMC, assistance in



specific project formulation of LMC as a model was also incorporated. The workshop sites were changed from the four sites which were originally planned in Phra Nakhon Si Ayutthaya, Songkhla, Khon Kaen, and Pitsanuloke to three sites, namely, Phra Nakhon Si Ayutthaya, Songkhla, and Buri Ram, based on the result of baseline surveys which reported the difficulty of consensus-building for LMC in Pitsanuloke and Khon Kaen in spite of acknowledgement of the needs for it. The workshop for the central government officials canceled in 2003 was held in 2004, focusing on assistance in specific project formulation of LMC. Thus, it is considered that the activities in Component 2 were conducted responding flexibly to the appropriate analysis of the project situation.

In Component 3, based on the above-mentioned results, a handbook has been developed as an output of the project.

Judging from the above, the implemented activities of the project are mostly appropriate.

### **3.4 Achievement in Terms of Input**

The activities of the project comprise the following three components.

#### **3.4.1 Japanese side**

##### **a. Dispatch of experts**

The original dispatch plan of long-term and short-term experts consisted of 7 members (total 16 M/M) in total, one long-term expert assigned for the full project duration (12 M/M) and the dispatch of 2 short-term experts (4 M/M) 3 times. The dispatching schedule of the short-term experts was the introductory seminar for DLA officials to share information and to motivate them to consider measures for promoting LMC held in September 2003, the workshops at the sites held in and after February 2004, and the guidelines extension seminar to local authorities held in August, 2004.

However, the initial plan was altered (5 members, total approx.12.7 M/M); the second dispatch of short-term experts was cancelled and a case study tour to Nagano (February 8 – 13, 2004) was implemented in its place. The participants in the case study tour from the Thai side consisted of 6 members from DLA (including long-term expert), 2 members from Thai academics, and the vice governor of Songkhla province. The study tour was highly evaluated and according to comments from those participants, they were able to observe well-practiced LMC in the fields. Regarding the other dispatches of short-term experts, they have been dispatched to the workshop for assistance in specific project formulation of LMC and the guidelines extension seminar to local authorities respectively.

The expert dispatch for the guidelines extension seminar should be rescheduled after the draft preparation of the handbook with regard to having a more beneficial effect on the significance of the seminar. In addition, the schedule of short-term expert is figured as being not sufficient enough to transfer their knowledge and experience, but it should be understood that there are various constraints on dispatching short-term expert from local administration.

b. Budget

According to the document of the project plan, the total amount of the project is 14,482,000 Japanese yen (JPY), which is composed of the dispatching expense of short-term experts and the operating cost in the field; however the expense of the long-term expert is not included in the project budget because the expert holds a concurrent post in another technical cooperation project on “Capacity Building for Planning Management for Local Authority”.

**3.4.2 Thai side**

a. Provision of counterpart personnel

The chief and a staff member in the division in charge have been assigned as the full-time counterpart, and staff for preparation of the handbook and deliberation of the legal system as needed. The input from the Thai side is highly appropriate.

b. Assignment of Thai academics

The Thai academics assigned by the Thai side are considered reasonable and proper because one of them had been assigned as a main researcher for the “Thai Japan Joint Research Project on Capacity Building of Thai Local Authorities” and the others are also acquainted with local administration in Thailand and the background of the project.

c. Provision of office for the long-term expert, defrayal of utility charge




All items stipulated in the record of discussion were provided without exception during the course of the project.

There is room for improvement regarding the dispatch scheduling of short-term expert on the Japanese side. In the meantime, input from the Thai side has been executed faithfully.

## 4 Results of Evaluation

### 4.1 Evaluation by Five Criteria

The five criteria of the project are expressed below.

Very High	Fine	Low
		

#### 4.1.1 Relevance

##### a. Consistency with Thai Government Policy:

The Thai constitution promulgated in 1997 mentioned that decentralization is a key national policy and the Decentralization Act issued in 1999 promotes the transfer of extensive duties and authority from central government to local authorities. In addition, under the leadership of Prime Minister, Dr. Taksin Shinnawattra, who has strong policies on capacity building of grass roots people, most policies are to level up the poor people. Therefore, decentralization is the most important policy to support the capacity building of grass root people.

However, the local authorities, excluding special local administrations such as Bangkok and Pattaya, do not have adequate administrative and financial capacity to carry out the responsibilities transferred to them from the central government while meeting the needs of local communities and residents, which are becoming increasingly diversified along with economic development. This is a major issue hindering the decentralization process. “Enabling local authorities to implement local management cooperation (LMC) projects so that they can perform enlarging areas of required functions for the benefit of local people”, which is the primary goal of the project, is consistent with Thai policy and will contribute to its implementation in the long term.

The Decentralization to Local Government Organization Committee (DC), which is designated to make policy for decentralization, has defined the devolution of budget and personnel to local authorities in terms of the Decentralization Plan of Year 2000. In the Plan, it is prescribed that 245 missions of 57 departments, 15 ministries and one independent administrative agency should be transferred to local authorities within a decade, in which the first four years is called the transition period of decentralization. Presently, the DC is working on concretization of roles and functions of local authorities, which is necessary to consider the types of LMC. They have been considered through the implementation of the project based on the acknowledgement of roles and functions of local

authorities, which may also redound to efforts of incorporation in future. Furthermore, on the occasion when devolution from central government to local authority is considered, LMC as a wide range administration is expected to extend the feasibility of devolution compared with the case of a single local authority. In this context, the project is consistent with the activities of the DC.

Article 58 of the Municipality Act of 1953 stipulates the establishment of "Sahakarn" (Union) recognizing LMC. However, 50 years have passed since then without any results. The main reason is said to be that policies and procedures to realize such cooperation are not clearly specified. In interviews with experts, it was pointed out that although the legal framework has been established, it is not feasible in practice. DLA in the Ministry of Interior (MOI), set up as part of the reorganization of ministries and agencies in October 2002, is responsible for promoting implementation of decentralization. However, as there is inadequate understanding of the present situation of local authorities and lack of knowledge regarding LMC projects, solving these problems and presenting specific policies has become an urgent matter. The implementation of projects aiming to formulate guidelines based on studies and verification of the current situation of LMC is in line with the above-mentioned needs.


The current Minister of MOI, who has a strong interest in "Sahakarn (Union)", expressed his opinion during the Smart Card Seminar at the Government House in June 2004. During the seminar, he focused attention on support for local management cooperation, which is like "Sahakarn", particularly on revising local administration law by adding the legal establishment of "Sahakarn".

A month later in May 2004, the Minister of MOI gave an order to amend Local Administration Code by compiling all related laws concerning local administration and adding sections to promote "Sahakarn" into the Code. DLA, who is the main agency responsible for drafting Local Administration Code, has drafted about 17 sections regarding "Sahakarn" to Local Administration Code, and it is now being submitted to cabinet for consideration before asking parliament for acknowledgement.

b. Consistency with Japanese Government ODA Policy: 

Regarding Japan's ODA policy, "development issues specific to Thailand that have been derived from its development stage", which are one type of development issue classified in "Chapter 5: Priority Issues for Japan's ODA to Thailand" of the "Country Study for Japan's Official Development Assistance to the Kingdom of Thailand" released in December 2003, are suitable for the target fields of ODA. Furthermore, LMC, one of the priority policies of decentralization, will contribute to building a foundation for a matured society in Thailand and is consistent

with the objectives of Japan's ODA as stated under "Strategic objectives of priority (i.e. "The objectives are for Japan to help Thailand to build a foundation necessary for a matured society, sustainable growth, and increased competitiveness, and also benefit Japan from such cooperation. The possibility of offering a model of cooperation for countries that will follow Thailand should be explored as well.").

c. Relevance to Japan's experience in LMC: 

The knowledge and experience of Japan, which is promoting the third nationwide amalgamation of local government and wide area administration since the Meiji Period, was studied and referred to more in detail compared with other countries, through the implementation of the "Thailand Japan Joint Research Project on Capacity Building of Thai Local Authorities". Also, the report clarified the usefulness of Japan's know-how for the introduction of LMC in Thailand. Japan has rich experience in both formal and informal type of LMC as there was a need to improve business efficiency and to secure expertise through LMC. LMC in the form of "Partial Union" and "Wide Range Administration" in Japan in particular are quite similar to the concept in Thailand, in that the LMC system is established by the central government and the decision to adopt LMC belongs to the local authority. It is exemplified that the efficiency of the project was highly evaluated in the aspect of the field where Japan's human resources and expertise has a comparative advantage in the world. It should also be noted that the project is in line with the philosophy of a new partnership that respects consensus and reciprocity between both countries, which is one of the most important screening items for cooperation programs/projects.

#### 4.1.2 Effectiveness

a. Establishment of Handbook

a.1 Preparation of Handbook:

The objective of the project was to formulate guidelines and procedures for the smooth implementation of LMC, and was materialized in the form of the Handbook on Local Management Cooperation. The Handbook consists of four sections covering the entire process of LMC. "Section 1 : Basic Knowledge about Local Management" explains the significance and need for LMC, the fields and features of cooperation, and points for realizing cooperation; "Section 2 : Process of LMC" describes consensus on cooperation and management after the establishment of Unions, respective roles of the central government and local authorities, and points for consideration; "Section 3 : Related Laws and Regulations" lists statutes on LMC; and "Section 4 : Case Study gives specific examples of LMC" in Thailand and other countries. It is clear that the initial goals of the project have been achieved.

In this Terminal Evaluation Study, a questionnaire regarding the handbook on “Local Management Cooperation”, the output of the project, was sent by post to 222 local authorities to obtain their views. Among them, 50 were local authorities in workshop sites and the remaining 172 were local authority outside of workshop sites selected randomly from around the country. The classification of the local authorities to which the Evaluation Team sent the questionnaire is tabulated in Table 4-2, and a list of the local authorities in workshop sites and outside of workshop sites and their responses are shown in Annex 4 and 5, respectively.

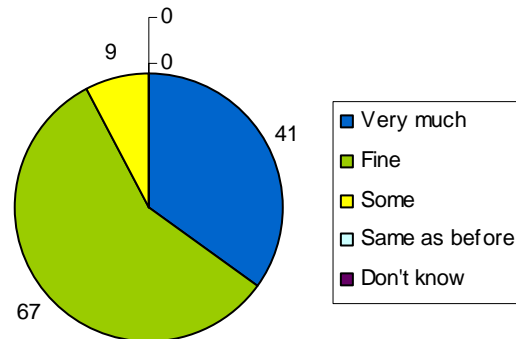
**Table 4-1: Classification of Local Authorities that the Evaluation Team sent Questionnaire Survey**

Item	Local Authority	Number
1	Local authority in workshop sites	
	• Phra Nakhon Si Ayutthaya	16 Places
	• Buri Ram	28 Places
	• Songkhla	6 Places
	Sub-total ①	50 Places
2	Local authority out of workshop sites	
	• PAO	30 Provinces
	• City/Town Municipality	72 Provinces
	• Sub-district Municipality	30 Provinces
	• TAO	40 Places
	Sub-Total ②	172 Places
	Total ① + ②	222 Sets

The team got back a total of 117 replies, which is equivalent to 53% of the total number of questionnaires sent. The results from the local authorities regarding the quality of the handbook are summarized below.

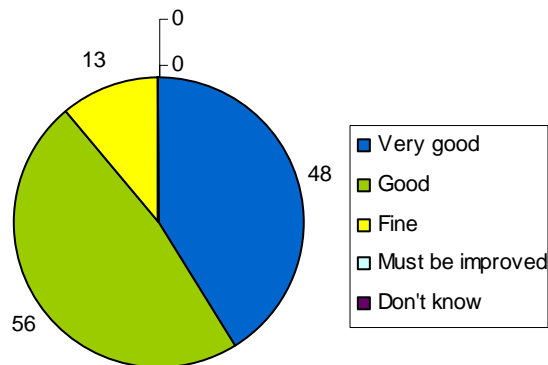
### Handbook Quality

Whether your understanding is getting better after reading the Handbook on "Local Management Cooperation"?



In the questionnaire, 41 (35%) responded that their understanding was very much better after reading the handbook, 67 (57%) responded that their understanding is fine better after reading while 9 (8%) felt that they got some better understanding after reading the handbook.

How do you think about content of the Handbook?



In the questionnaire, 48 (41%) responded that they think the content of the handbook is very good, 56 (48%) responded that the content is good while 13 (11%) felt that it is fine.

In terms of user friendliness, it was pointed out that the handbook lacked visual aids such figures, which are effective in improving understanding. However, according to the many questionnaires and interviews with relevant persons from local authorities and DLA, the presentation of specific guidelines was considered a breakthrough and highly appreciated.

### Practical Workability of the Handbook

According to the evaluation study team, the content of the handbook is generally well prepared. The handbook explains all necessary information regarding LMC from the significance and need for LMC. However, the handbook should be strengthened in respect to the following three points.

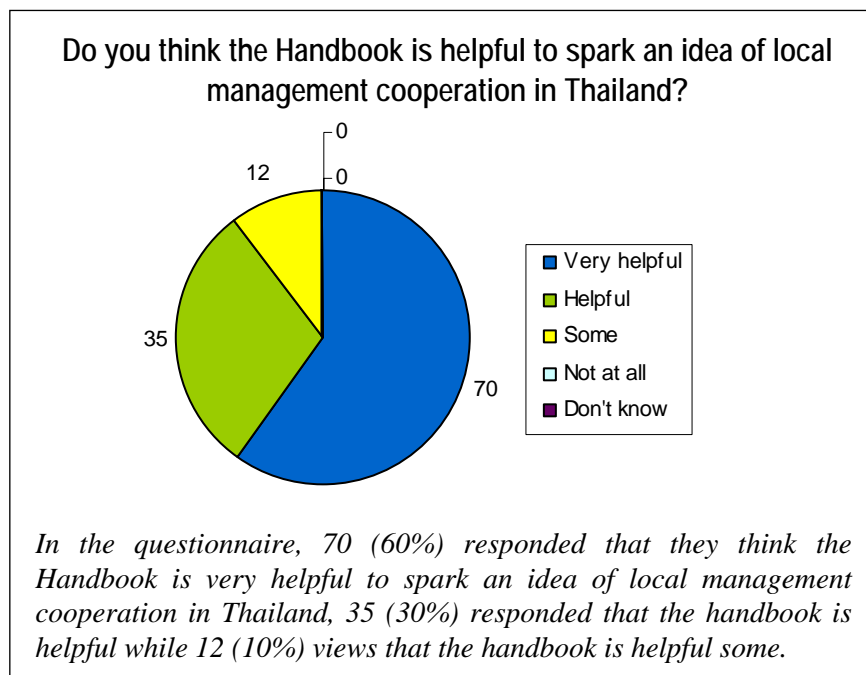
- It is desirable to write in Chapter 1 should introduce the types of LMC in order to make readers (local authorities) have the same understanding that LMC can be formal or informal. However, under the restriction of existing laws regarding LMC, only informal cooperation should be considered. Therefore, the handbook is prepared in order to be a guideline of such cooperation only.
- The advantages and disadvantages of LMC should be described more clearly in order to convince local authorities to be interested in and look for cooperation with other local authorities. This can be done by giving a more lucid explanation and by presenting more case studies for the readers, especially ones in Thailand. In the event that local authorities take an interest, they can obtain more information or organize a study tour to observe activities of LMC. Regarding the description of the case study in Japan, the reason why it was chosen should be specified for better understanding.
- From the viewpoint of user-friendliness, information on advisory agencies for each sector issue should be added for consultation when local authorities face some difficulties and/or have questions regarding the procedures of LMC.

#### a.2 Usefulness of Handbook:

The results of the questionnaire survey to local authorities in the Terminal Evaluation Study regarding usefulness of the handbook are shown below.



Usefulness of Handbook



- b. Contributions for promotion of Local Management Cooperation by project activities: ➡

In addition to the Handbook on LMC guidelines and procedures, it is also necessary to deliberate legal amendments to support its use.

Therefore, in March 2004 during project implementation, a working committee was set up and examination of improving the legal system began.

Outside cooperation was obtained. For example, when setting up the working committee mentioned above, staff was brought in from the section responsible for legal systems in MOI through the Director General of DLA, and experts say this lead to enhancing the committee's functions.

In the workshop to improve local authorities' understanding of LMC, the majority of participants responded in a questionnaire that most of the participants had deepened their understanding.

On the other hand, it was pointed out that because the workshop was conducted through lectures, it did not facilitate the gathering of diverse opinions which is possible through a participatory approach. This should be taken into account in improving workshops in the future.

For this project, the TIA has selected three sites where local authorities have potential needs for local cooperation and conducted baseline surveys to collect information on each site, held workshops for the various stakeholders to motivate them to cooperate, and analyzed the outcomes of workshops for each case of local cooperation. The three provinces in the workshop site are Phra Nakhon Si Ayutthaya, Buriram and Songkhla.

#### b.1 Phra Nakhon Si Ayutthaya

For the case study in Ayutthaya, there are two significant projects regarding local management cooperation. One is the Provincial Comprehensive Plan; and the other is the Waste Disposal Center in Nakhon Luang Sub-District Municipality and its neighboring areas.

- Provincial Comprehensive Plan Project

The central government has laid down a policy for Phra Nakhon Si Ayutthaya province to prepare a Provincial Comprehensive Plan and its implementation in fiscal year 2004. Furthermore, the 2003 Local Development Strategy Plan of Phra Nakhon Si Ayutthaya PAO supports the preparation of a Provincial Comprehensive Plan and its implementation. Phra Nakhon Si Ayutthaya PAO aims to complete its Comprehensive Plan with in five years. The Provincial Comprehensive Plan will cover 16 districts, which covers a land area of 2,556 sq. km. It comprises one PAO, 27 municipalities and 133 TAOs and its total population is 750,634.

Nevertheless, according to information that the Evaluation Team obtained from site visit, there has not been any progress for the preparation of Provincial Comprehensive Plan. The province has

not been able to arrange a meeting among stakeholders such as local authorities, related government offices and community leaders to further develop the project. The main cause of this delay mainly comes from the delay of Election Commission to announce the results of Phra Nakhon Si Ayutthaya PAO Mayor and its provincial council election.

Even though the Mayor and his council had already been elected since March of this year (2004), the Election Commission did not announce the results of the election until the middle of August 2004, or six months later. In addition, the Election Commission still has not announced the results of the elections for the PAO's council of the 30 zones, but is expected to do so in the very near future.

However, the province and the new Mayor of Ayutthaya PAO should accelerate the progress of the project.

- Waste Disposal Center of Nakhon Luang Sub-district and Its Vicinity

A waste management system has been set up for Phra Nakhon Si Ayutthaya Province from the results of the study made by the Ministry of Science, Technology and Environment. The province will be divided into five zones. Zone 5 is located in Nakhon Luang Sub-District Municipality. As of March 2000, 18 local authorities have a written agreement to use this area as a center of waste disposal. The area is located in Tambol Bang Rakam, Nakhon Luang District in Phra Nakhon Si Ayutthaya Province. It covers a total land area of 68 rai, which was acquired as follows: 39 rai was purchased from Nakhon Luang Municipality; 6 rai was purchased from Bangpahun Municipality; 12 rai was purchased from Ayotthaya Municipality, and 11 rai was purchased from Bang Phrakru TAO. Because of the fact that Zone 5 has not yet been developed, each area uses its own area to dispose of its own waste.

General conditions of the disposal site in Zone 5 do not meet proper sanitary standards. Open dumping is the most common practice of local authorities that use the area. The people in the neighboring area complain about the leachate that comes from the disposal site and enters their rice fields. In addition, the water smells bad and there are many flies. On top of that, the access road to the dumping site is filled with laterite, which makes it quite difficult to enter during the rainy season.

The area that was selected for waste disposal in Nakhon Luang has not been developed due to the fact that no budget has been allocated for further study or planning of the said area. Nakhon Luang Municipality has been making requests to the Ministry of

Natural Resources and Environment (MONRE) since the year 2001 but has not received a reply. The Nakhon Luang Municipality, who plays a key role, does not have the resources to complete this project. This is due to the fact that it is a small municipality and currently has an expense of 700,000 Baht per month for waste management in its area, and only receives a total of 50,000 Baht per month from the households and dumping fee from neighboring local authorities.

Nevertheless, Nakhon Luang Municipality has received assistance in the form of a basic design to develop the said area into a proper disposal site, from the Department of Environmental Engineering at Kasetsart University.

Although, the project has not developed as was expected. The local authority in Zone 5, which intended to join in the project of establishing a waste disposal center, organized a study tour at the beginning of 2004 and leads a group of local authorities to the disposal site at Uthai Thani City Municipality where there is cooperation among local administrations. All in all, there were about 20 persons who participated from all of the 18 local authorities in Zone 5 that signed Memorandum of Understanding (MOU).

Regarding the issue of solid waste management, all local authorities share a common understanding that they lack sufficient budget and expertise to resolve present problems and expect LMC to have an advantageous effect in confronting the issue. However, they do not know what specific step to take next. In other words, technical support and adequate instruction to promote LMC from the central government are expected on this matter. In concrete terms, there is an urgent need to set desirable goals and to draw a grand design of a sound management system through LMC in collaboration with both DLA and MONRE.

## b.2 Buri Ram

The cooperation of the local authority in the Buri Ram case has made satisfactory progress. This may be due to the Buri Ram Governor's strong interest in promoting local management cooperation. At the end of June 2004, he set up four working committees to support local management cooperation in each project. The four committees that were appointed by the Governor of Buri Ram were as follows:

- The committee that supports planting trees consisted of 9 members
- The committee that supports planting economic trees (rubber trees) consisted of 14 members

- The committee that supports the local authority of disposing waste consisted of 11 members
- The committee that supports conservation tourism development consisted of 11 members

The committees mentioned above have an obligation to send a report on their progress to the governor on the 15<sup>th</sup> of every month.

- Supporting Tree Planting Activity

A tree planting supporting activity is being conducted to honor and pay respect to Her Majesty, Queen Sirikit's 72<sup>nd</sup> birthday this year. The tree planting activity will take place in 18 districts covering 12 municipalities and 96 TAOs. In support of this project, the Forestry Department has donated 67,500 tree saplings for planting. All of the saplings were transported to the planting area in the beginning of August 2004. In some areas, some of the saplings have already been planted on the sides of roads. (*for example in Napho District*).

In addition to this, there will be a master plan for planting trees, which points out the areas that trees are to be planted, the type of trees, and a method of caring for them. A meeting is being arranged to discuss this project and the local authority along with the private sector will attend it. A SWOT analysis will also be conducted.

Buri Ram province should set tree planting as a continuous policy. This activity should be done every year and be expanded not only to local authorities but also to other institutes such as schools and governmental offices.

- Supporting Economic Tree Planting Activity

The working committee has already surveyed the area of the rubber tree plantation. The survey result shows that the plantation covers 62,077 rai of land in Buri Ram Province. In fiscal year 2004, 1,000 rai of land located in Chamni District has been target for rubber tree planting. In addition to this, there is a meeting that is to be held to discuss everything concerned with planting and caring for rubber trees, and the local authority and the private sector will attend this meeting.

It is proposed that the province should consider establishing a rubber production and processing center in order to support the marketing of rubber trees.

- Supporting the Local Authority Waste Management Activity

The working committee has decided the method of disposing of waste materials in Buri Ram Province. They made their decision by examining the condition of the area that will be used for waste disposal, and its distance from the area where the waste material will be collected. Buri Ram Province is to be divided into five zones, four of which are included in a Memorandum of Understanding (MOU). The Zone 5, Sateuk District, has already conducted a public hearing and a request for a budget has been submitted to the Ministry of Natural Resources and Environment (MONRE), for a feasibility study to be conducted.

It is proposed that Buri Ram should consider waste minimization and recycling seriously in order to reduce the quantity of waste through source reduction, material recovery, reuse and recycling while waiting for the financial support from the MONRE.

- Supporting Tourism Development

The working committee has set up a project for tourism development in Napho District, and arranged a trip to see the tourist area being used for home stay in Ampawa District, in Samut Sakhon Province. At the beginning of August 2004, the person in charge of this project in Buri Ram, along with 22 other representatives from the area to be designated as a tourist spot in Buri Ram, visited the area. It is one of the most famous tourist sites that have been developed in Thailand for eco-tourism. A budget from TIA has been allocated for supporting the study tour. Since returning from this trip, the Napho District and local authority have initiated a tourism development project, which is expected to begin in the next fiscal year (2005).

In addition to this, the working committee has selected an area for Tourism Development in the northern area of Buri Ram, in cooperation with Pi Mai District in Nakhon Ratchasima Province, and Puay Noi District in Khonkhen Province, for the purpose of promoting these areas to be places that will attract tourists.

In order to promote home stay tourism, the modern tool like website should be prepared for Thai and foreign tourists to obtain information in cooperation with central tourist board and DLA is expected to coordinate their alignment if necessary.

### b.3 Songkhla

The local management cooperation in Songkhla Province is divided into three activities and its progress is described below.

- A New Waste Disposal Center

Songkhla Province is divided into three areas for the purpose of waste disposal, namely Songkhla City Municipality, Hat Yai City Municipality and Sadao Sub-district Municipality. Regardless of this fact, a new area has been selected as a waste disposal center in Ta Chang Sub-district, which has an area of 1,382 rai that can be used as a waste disposal site.

Due to the fact that this area has been selected in Ta Chang TAO, Ta Chang TAO has began this project in earnest. The governor of Songkhla has organized a committee at the province level to begin setting up a new waste disposal center and has entered into a MOU with the local authority. This MOU was signed in July of 2003, and is expected to begin by using 350 rai in Phase I. There is no progress of this project although Songkhla PAO has already allocated its budget to conduct a feasibility study. However, the same situation that occurred in Phra Nakhon Si Ayutthaya has been repeated here, i.e. the Election Commission has just announced the result of the Songkhla PAO election, about half year after the voting day.

- Cooperation for Disaster Prevention and Mitigation (only fire protection) in Hat Yai City Municipality

The project for cooperation in putting out fires in Hat Yai City Municipality is aimed especially at making a plan for disaster prevention and mitigation, lay down administration and management including budget sharing. The local authorities who participate in the project are the local authority closest to Hat Yai City Municipality. This project will include five municipalities and three TAOs, who in cooperation with each other will make a master plan of which Songkhla Province will initiate. It is also important that the vice-governor of Songkhla Province, who participated in the case study tour in Nagano, has indicated his intention to commence fire-fighting cooperation among concerned local authorities after coming back to Thailand according to the expert.

Regardless of the above, by a telephone interview, the Director of Building Control and City Planning of Hat Yai City Municipality, pointed out that there has been no progress whatsoever concerning this project as of June 2004. The vice-governor, who is the main responsible person, has been transferred to another province.

Songkhla Province has assigned this work to the Songkhla Provincial Local Administration, but to date they have not had any meetings concerning this project.

- The cooperation for developing a road, *Kanchanawanit*, from the border of Thailand to Malaysia


This road is essential for tourism and border trade, and can allow easy access for people from Malaysia and Singapore to visit the southern area of Thailand, especially Hat Yai District, of which there are at least 1.4 – 1.9 million tourists and businessmen from Malaysia and Singapore that visit each year. In addition, the Development Strategy Plan of Songkhla Province has stated that this is an urgent project, and should be carried out as soon as possible. This project will be done in cooperation with Songkhla Province, the highway police, the Tourism Authority of Thailand (TAT), etc. and the local authority (the area in which this road passes through). The expected time to complete this project is five years (beginning in 2003 and completed in 2007). This project is also under the jurisdiction of Songkhla Province.

Regardless of the importance of this project, it is still in its original planning stages; since June 2004, there has been no progress whatsoever. Songkhla Province has appointed Provincial Local Administration as the group in charge of this project, but to date they have not had a meeting concerning it.

The counterpart in Hat Yai City Municipality believes that the lack of progress is due to the fact that the Provincial Local Administration has too many projects which need to be completed. In addition, the vice governor of Songkhla Province, who was in charge of this project, has been promoted to Governor of Patthani Province. These are believed to be the main reasons why project has not shown any progress.

However, Songkhla Province and the new Mayor of Songkhla PAO should accelerate the progress of the project.

#### 4.1.3 Efficiency

- a. Inputs injected by JICA to assist the project implementation: 

For the most part, experts were dispatched according to plan. However, a case study tour to Nagano Prefecture was conducted in place of the short-term expert planned for February 2004. According to the expert, the original plan was changed because it was realized that the input of a short-term expert would not be sufficiently effective in making the Thai counterpart understand the importance and necessity of LMC in the limited project period and that involving high-ranking officials



(governor, etc.) from local authorities would be quick and efficient. As a result, the Thai counterpart could learn firsthand about specific examples of LMC and their circumstances. The training in Japan was highly praised by the participants and can be regarded as appropriate. In terms of expense, assuming that the cost per short-term expert per dispatch is about 700,000 Japanese Yen, the cost of the study tour was four times higher (a little over 3,000,000 Japanese Yen according to a verbal estimate of the expert). However, the eight participants gained sufficient knowledge in Japan and although their expertise is not to the level of the short-term expert, they are expected to be active promoters of LMC in Thailand. It is evaluated that the original input plan was appropriately altered in the course of the project, making better use of previous inputs and enhancing efficiency.

For implementation of the Technical Cooperation Project on Local Management Cooperation, JICA has assigned Thailand Innovative Administration Consultancy Institute (TIA) to conduct the project.

From the view point of TIA, the assignment of JICA Experts for the project was generally appropriate. JICA assigned a coordinator to stay in Thailand for the whole period of the project, which was necessary to coordinate with all concerned agencies. The short term experts were assigned for a few days when the seminar/workshop was organized. However, it would have been better to extend the assignment period of short term experts, especially when the project started implementation by organizing the seminar. At that time, the JICA short term experts stayed in Thailand only 2-3 days, which was too short to have time for discussions with TIA or local authorities in order to give advice and/or comment toward each project of LMC in the workshop sites for the smooth implementation of the project. Therefore, at the beginning of the project the short term experts should have been assigned for at least one to two weeks.


In terms of using local resources in Thailand, the Japanese expert said it was beneficial to use TIA, which is composed of academic experts and experiment in the field of local administration on the Thai side for the following reasons.

- Mr. Chit, a senior advisor of TIA, was assigned as an organizer for the workshops. He has contributed to encouraging the understanding of the participants, because he is a high profile figure who had held the position of governor in several provinces successively.
- Also, since the project director from TIA, Dr. Pathan, was participating in the joint research project mentioned previously he had adequate understanding of the objectives and content of the project, which will enhance efficiency.

In respect to cost, as there is no comparable data on the Thai side, it is not easy to compare with Japanese consultants. However, supposing a Japanese mid-level consultant is employed for a term of one year, the Thai consultant would be about one third the costs or less, and would be regarded as preferable.

Because there are no similar projects for comparison, overall cost comparison is not possible. However, the long-term expert is concurrently participating in another project and comparing the input cost alone, it is assumed to be far lower than other JICA technical cooperation projects.

According to interviews with the counterpart, TIA was very helpful for the project, especially on research activities, and technical writing. TIA has senior human resources, which have a good relationship with many local authorities. TIA's assignment as Thai academics was appropriate for project implementation.

b. Inputs injected by the Thai side: 

The inputs by the Thai side, including assignment of counterpart staff, provision of office space, use of meeting room and provision of required information, were satisfactory according to the expert.

From the viewpoint of TIA, the C/P assignment of DLA for the project was generally appropriate. All counterpart staff strongly cooperated in implementation of the project. However, because counterparts were assigned several duties, there were occasionally some delays. Therefore, TIA has a request to ask for full time counterpart.

The site of the workshop was selected from places where there is a high interest in LMC, and was regarded by the expert as efficient in view of disseminating LMC.

Regarding the Introductory Seminar on LMC held for DLA staff during the course of the project, according to interviews, it was found that the majority of participants gained a general understanding of the significance and necessity of LMC.

As for the monitoring conducted periodically during the course of the project, aside from the experts' reports on activities, there were no indicators to evaluate the performance of monitoring. Because indicators for monitoring were not set at the start of the project, understanding of monitoring is considered to be low.

According to interviews with DLA staff, there were no factors that hindered project implementation. However, some pointed out that the timing of the project was not favorable, i.e. the project commenced after the annual budget was determined so budgetary arrangements to support project activities were not made.

#### 4.1.4 Impact

a. National Level: 

The greatest impact of the project is the change of the Thai Government's policy to promote local management cooperation by amendment of Local Administration Code.

Through the Nagano Field Study Trip in February 2004, the 8-member team, lead by the Director General of DLA, gained experience on Local Management Cooperation or "Sahakarn (Union)" in Japan. After coming back from the trip, the Director General of DLA issued DLA Ordinance No. 92/2547 to appoint 11 members as the Working Committee on Local Management Cooperation on March 3, 2004. Two months later (May 3, 2004), the Working Committee was revised into 14 members and finally expanded to 19 members by appointing representatives from five local authorities.

Meanwhile, the Ministry of Interior issued its Ordinance No. 196/2547 on May 11, 2004 regarding the Appointment of a Working Group for Amendment of Local Administration Code. The objectives of this ordinance are to study problems and improvement methods to amend the laws related to local authorities.

Based on the first meeting of the above-mentioned working group in June 2004, the following three sub-working groups were established by MOI's Ordinance No. 264/2547.

- ① Working Group on Local Management Code (17 members) in order to analyze and draft the local management law.
- ② Working Group on Revision of Acts and Regulations on Plan and Step of Decentralization 1999 (18 members) in order to analyze and revise Acts on Plan and Step of Decentralization.
- ③ Working Group on Revision of Acts and Regulations on Local Human Resource Management 1999 (16 members) in order to analyze and revise Acts on Local Human Resource Management 1999.

At the time being, the Working Group on Local Government Code has drafted about 17 clauses regarding local management cooperation or "Sahakarn". The draft Local Government Code is being proposed to the cabinet and is expected to be submitted to the parliament for acknowledgement next year.

b. Provincial Level: 

The most active province in the workshop site to implement local management cooperation is Buri Ram while Phra Nakhon Si Ayutthaya

and Songkhla are not shown satisfactorily progress due to constraint in organizational factor mainly.

In Buri Ram, after having the workshops in the project, the Governor has appointed a committee to promote local management cooperation in the province by assigning a vice governor to be the chairman. Representatives from all concerned agencies like government office, local authority, etc. are members. Representatives from TIA, chief and deputy chief of all districts in the province are appointed to be advisor of the committee.

The working committee has selected 4 activities for local management cooperation for the province as below.

- Tree planting activity
- Economic tree planting Activity (Rubber tree)
- Local authority waste management activity
- Tourism development activity


In order to accelerate local management cooperation in Buri Ram, the Governor had set-up 4 sub-working committees to be responsible for each activity of the above-mentioned local cooperation. In addition to this, each sub-working committee has an obligation to report the progress of each activity to the Governor directly on 15<sup>th</sup> day of every month. Hence, the work progress of each activity in Buri Ram was much progress. It can be anticipated that Buri Ram may materialize LMC as the first actual illustration in Thailand if the trend successfully continues.

#### 4.1.5 Sustainability

- a. Continuation of activities on local management cooperation: 

It is expected that sustainability will be ensured by positive driving of decentralization policies, continuous activities of DLA, and legal amendment absolutely necessary for LMC.

DLA intends to distribute a handbook to all levels of local authority across the country. It will also hold a series of seminars and/or workshops in all 75 provinces. According to an interview with a representative of the Director General of DLA, local management cooperation “Sahakarn” has been added in the Local Training Curriculum of DLA. Furthermore, DLA brings the update of the handbook after the Local Administration Code amendment into view. In addition, DLA is planning to strengthen its budget and organization in order to promote its activities; sustainability of the activities is deemed to be high.

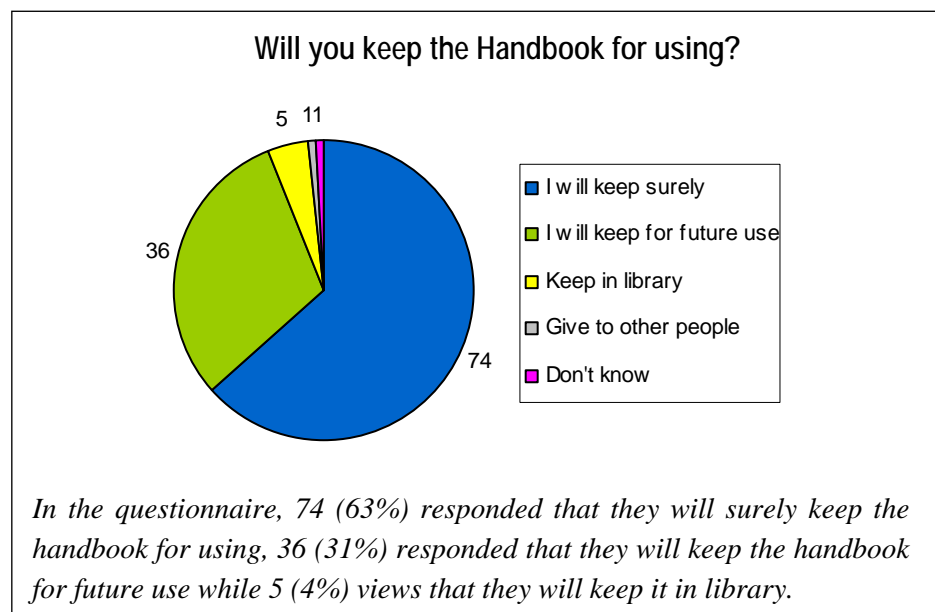
b. Continuous promotion of decentralization policies: 

It is expected that decentralization policies will be promoted continuously. It was confirmed through interviews with concerned officials, that decentralization policies led by the Decentralization Committee should be carried on. Regarding concerned legislative proceeding which is one of the important factors for materialization of LMC, 15 codes out of total 64 codes have already revised and the remaining 49 codes are in process of revision. Well-timed approvals of them after revision in the Cabinet also are anticipated for smooth promotion of LMC.

c. Utilization of handbook by local authorities: 

In this study, a questionnaire was given to local authorities in and out of workshop sites to obtain their views regarding their willingness to use the handbook for LMC.

Many respondents of the questionnaire survey to local authorities expressed their willingness to use the handbook as shown below.



## 4.2 Conclusion

### 4.2.1 Factors Promoting Effects of Project

a. Policy Factor

- The new Minister of MOI has a strong policy to promote local management cooperation.
- DLA set the local management cooperation as the top priority policy.

b. Organizational Factor

- Local authority staff in workshop sites shows motivation to know about local management cooperation and have eagerness to look for cooperation with other local administrations in order to improve/expand its public service.

#### 4.2.2 Factors Inhibiting Effects of Project

a. Organizational Factor

- Since the beginning of this year, there were local administration elections at all levels (PAO, municipality, TAO) throughout the country. All election results need to be checked and announced case by case by the Election Commission. In several cases, the election approval announcement was severely delayed, such as in Phra Nakhon Si Ayutthaya PAO and Songkhla PAO which took more than half a year. Certainly, the delay of election announcements brought about a delay in the execution of budget for local authority projects.
- The timing of the project was not favorable, i.e. the project commenced after the annual budget was determined so budgetary arrangements to support project activities was not available.
- Personnel change is also a factor that hindered the progress of the project such as in the case of Songkhla. The vice governor, who is very active in promoting local management cooperation, has been transferred to Governor of another province.

b. Financial Factor

- Financial shortages in all local administrations especially small ones such as Sub-district Municipality and TAO. Strong support from the central government is quite necessary. For example, the central waste disposal project in Nakhon Luang Sub-district Municipality could not be further developed due to lack of financial support from the central government.

#### 4.2.3 Conclusion

The project aiming at the formulation of detailed guidelines and the establishment of procedures for the management of cooperation among local authorities has been implemented in line with the request of DLA and decentralization policies of Thailand. The project is judged to be highly relevant, as the Japanese experience regarding LMC has been utilized in the course of the project.

The Handbook created as the detailed guidelines is the first attempt to clearly specify the necessary procedure for LMC to local authorities. Furthermore, deliberation of legal amendment, which was not expected at the initial stage in spite of being the most important factor to promote LMC,

has commenced. It is expected that the output of the project will contribute to the materialization of LMC in the near future. In this context, the effectiveness is highly indicated.

It is recognized that there are several contributing factors to achieving the project goals, such as the input of useful local resources and flexible change of input activities against the background of bilateral partnership. The case study tour in Nagano was a striking example showing high efficiency in contributing to the better understanding of the participants.

In terms of cost performance, it is evaluated as highly efficient and comparing the input cost alone, it was much lower than other JICA technical cooperation projects.

DLA is planning to promote utilization of the handbook and the Thai government will also put emphasis on decentralization policies, which will contribute to the sustainability of LMC.

Based on the results of the five evaluation items, it is judged that the project has been implemented successfully in terms of the implementation process and output of the project. Regarding future activities for LMC, DLA, as an important backseat player for LMC, will be expected to support the self-reliant operation of local authorities as a main actor, in compliance with diverse needs.

## 5 Recommendations and Lessons Learned

### 5.1 Recommendations

#### 5.1.1 Recommendations for Thai Side

##### **Announce Policies on LMC timely and clearly**

To realize LMC efficiently and effectively, it is most important that local authorities are able to take necessary action in line with DLA policies on LMC, which is to say, DLA should timely and clearly let local authorities know its policies to promote LMC. Detailed policies and/or programs set for promotion of LMC including reference of each responsibility sharing must be announced. Furthermore, it is indispensable to obtain cooperation from not only local authorities but also the DC in order to promote LMC more smoothly and practically. The present structure of LMC consists of DC as the “scriptwriter” (policy maker), DLA as the “stage manager” (program maker), and the local authority as the “performer” (project executor). Recognition that the relationship among them is inseparable to promote LMC based on mutual understanding of each other’s role and responsibility as a reputable “play” (project) is created in that way. Policy should be reviewed in the context of the actual local situation and local authorities should always pursue the benefit of residents (the “audience”). Therefore, it is desirable to take the opportunity to exchange ideas among the three parties for better policy and program making and project promotion.

##### **Provide Incentives for LMC**

Due to the restriction of present laws related to local authorities, LMC can currently be implemented only in an informal way. However, after the Local Government Code is amended, the formal type of LMC can be established. At that time, the informal type of LMC is still practical. Therefore, whatever type of cooperation is applied, the central government is expected to provide an incentive and/or measures to encourage activities of LMC.

Under the present concerned laws, the following seem to be effective.

- To establish an inter-ministerial network for smooth promotion of LMC and to set up a permanent collaborating unit in DLA as the main promoter of LMC
- To give preferential treatment of subsidy depending on the progress of LMC

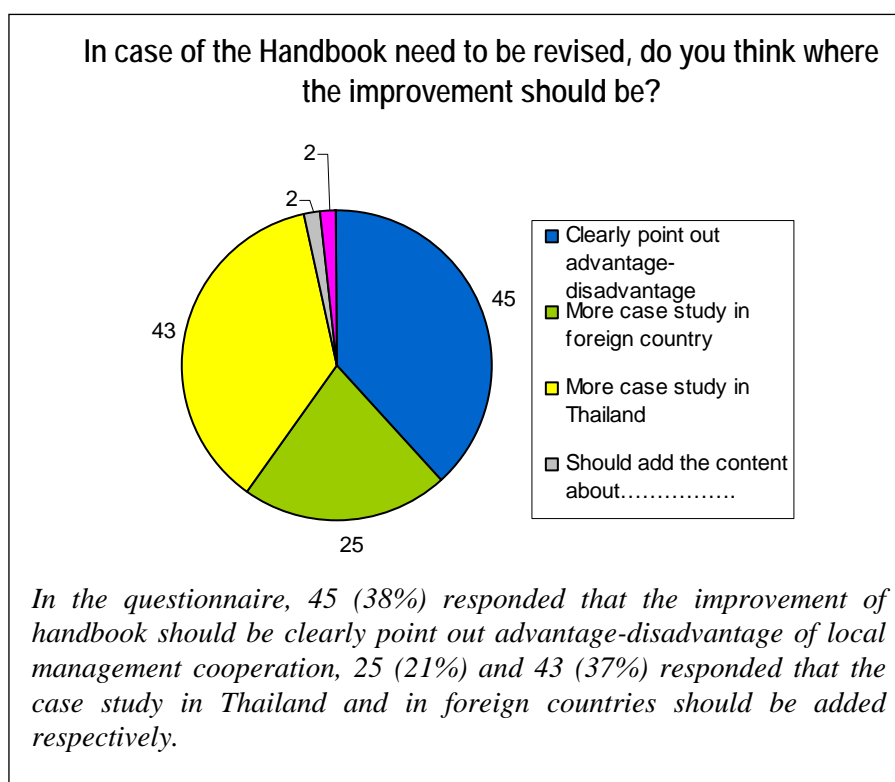


- To dispatch technical advisory staff and an administrative accounting expert for each sectoral issue such as solid waste management, public works operation and so on to strengthen the LMC project.
- To establish a technical training system for local authority staff
- Organizing a contest for good LMC in which excellent LMC will get an award from the MOI or the Prime Minister may also be effective.

### Revision and Updating the Handbook

The handbook is the most accessible reference book for local authorities to precede LMC. Therefore, the handbook should be timely and flexibly updated in response to legal amendments and social changes. Furthermore, a new informative example in each case should be added as a support document.

From the results of the questionnaire survey to local authorities regarding revision of the handbook, it should be revised by giving a clear explanation on the advantages-disadvantages of local cooperation including additional case studies both in Thailand and foreign countries.



Hence, revision of the handbook should be conducted after the handbook is distributed to all local authorities throughout the country. At the time of distribution by post or workshop/seminar, DLA should provide a questionnaire to local authorities to obtain feedback on which sections of the handbook should be improved. Revision of the handbook should be considered after receiving the answered questionnaires.

Furthermore, it is also essential to revise the handbook after the Cabinet's approval of the Local Administration Code, which is needed for formal LMC.

## **5.1.2 Recommendations for JICA**

### **Continuation of LMC**

A request for a new project, namely "Capacity Building for Local Authorities through Local Public Services Standards and Local Cooperation" which will be in succession to the project and aim at materializing a model case of LMC, has been submitted to Japan recently. The handbook will be utilized in practice if the new project is implemented.

Thus, the government of Thailand holds a positive stance to set out the early materialization of LMC. It is impossible to exaggerate the amount time and energy that will be needed to alter the decades-long local administration system, which may be translated to changing the social system formulated by it. However, the sharing of power with local authorities concurrent with decentralization is a policy that cannot be put off any more, and an early manifestation of successful experience in LMC is desired.

The outcome of the above-mentioned project, which recognizes the importance of Japan's experience in wide range administration and aims at its utilization, will be of some help for future policies of local administration in Japan. In this context, it is deemed that continuous cooperation in this sector is quite significant.

### **Proper Assignment of Japanese Expert**

The assignment of JICA Experts for the project was generally appropriate except the short term experts at the initial stage of the project. The short term experts were assigned for a few days when the seminar/workshop was organized. However, it would have been better to extend the assignment period of short term experts, especially when the project started implementation in order to have enough time for discussion on implementation of the project.

### **Expansion of Participants in the Case Study Tour to Japan and Video-utilized Seminar**

In Thailand, there is little chance to realize the significance of LMC because it has not been implemented in a formal manner. The case study tour to Nagano has successfully contributed to enhancing the participants' knowledge about LMC. If LMC is categorized in light of policy level, it will be classified into three levels, i.e. policy making, program making and supporting based on the policy, and implementation. The organization in charge of each level is DC, DLA,

and local authorities respectively. Since they have each have a separate individual task, it is expected that common view regarding each task will be shared if they participate in the tour together. Furthermore, it may be useful to disseminate the case example to the people who do not participate in the case study tour by showing a video what is going in the field.

### **Evaluation Report in Local Language**

For the better understanding and strengthening of significance of evaluation study among the stakeholders in recipient country, it is recommended that the report in local language should be prepared.

## **5.2 Lessons Learned**

### **5.2.1 Lessons Learned regarding Situations in Thailand and Sectors**

#### **Full Understanding for Each Party's Responsibility and/or Policy Stance**

In an initial stage, it could not be denied that between Japanese side and DLA, there were some disparities of understanding regarding policy engagement of DLA on LMC. It should be effable that the altering of project activities has been taken owing to it. LMC is come up from internal affairs which should be treated cautiously, however, for that reason, it is necessary to clarify each role and commit to the decision of the project in order for practical promotion of LMC.

### **5.1.2 Lessons Learned regarding Project Management**

#### **Usefulness of Experience in Japan**

Japan has rich experience in wide area administration based on a well-developed institutional system, and the third nationwide amalgamation of local government is in progress. The significance of such experience was recognized by the Thai side throughout the course of the project. This experience is considered to be applicable to other countries which hold the same kind of issues in LMC. However, persons engaged in local administration in Japan seldom have experience in international cooperation and/or the ability to converse in foreign languages, and it is not anticipated that this trend will change in the future. Furthermore, it is not realistic to search for human resources in this sector from the private sector. Despite the above constraint, it is necessary to utilize the rich experience and resources in Japan capably by flexible operation of the cooperation scheme (dispatch of expert, training in Japan, etc) and creation of an incentive system to encourage local administrations in Japan to participate in international cooperation. Furthermore, in order to maximize the effect of the above mentioned

resources, it is quite important to assess adequate input and its proper timing.

### **Utilization of Useful Local Resources**

Regarding the issue of local administration in which various interests cross each other, useful local resources who know the country inside out and have a network of personal contacts should be utilized in order to grasp a clear understanding of the situation and find out adaptable measures in practice as well as for cost-effectiveness. However, it is pointed out that many academics in Thailand tend not to attach importance to the acquisition of diverse and basic data, which is important to draw logical conclusions. In order to resolve this problem, definite terms of reference for each activity should be indicated based on full understanding.

### **Flexible Modification of Project Activities**

As for a capacity building project such as LMC, it is assumed that flexible modification of project activities should positively be taken into consideration in response to project progress. It was verified by the result of Nagano case study tour.

### **Existence of Project Coordinator to Maintain Close Relationship Between Thailand and Japan**

Japan's experience of international cooperation in the field of local administration is quite limited except for projects in specific sectors such as utility services. Moreover, it can be said that Japan has no experience in the field of LMC except the project so far. As mentioned in 5.1.2 , a person who knows local administration in Japan and can communicate with foreign counterparts in English or the local language is a precious resource in the field of "cooperation in local governance", which is expected to increase in the future. The existence of a project coordinator, who was able to keep good communication with the Thai side and was well acquainted with local administration in Japan to ensure the success of project, should be noted.

## EVALUATION CRITERIA: RELEVANCE

Evaluation Items		Means of Judgement, Indicators	Means of Verification	Data Sources	Measures of Collecting Data
Items	Sub-items				
Consistency with Thai Government policies	Expected project outputs coincide with capacity building policies of local authorities		Documents such as acts and policies of the Decentralization Committee, DLA, MOI	Decentralization Committee, Prime Minister's Office, DLA, MOI	Document review, Interviews
Consistency with ODA policies of Japanese Government	Relevance to JICA's action plan of technical cooperation to Thailand		Priority areas of technical cooperation to Thailand	JICA's action plan of technical cooperation	Document review, Interviews
Consistency with the Thailand Japan Joint Research Project on Capacity Building of Thai Local Authorities			Recommendation of the report	Report of Thailand Japan Joint Research Project	Document review
Relevance to Japanese experience on local management cooperation			Case example of local management cooperation	Report of Japanese practice on local management such as wide-range administration	Document review

## EVALUATION CRITERIA: EFFECTIVENESS

Evaluation Items		Means of Judgement, Indicators	Means of Verification	Data Sources	Measures of Collecting Data
Items	Sub-items				
Establishment of the practical handbook for local management cooperation	Preparation of handbook on local management cooperation		Handbook on local management cooperation	1.DLA 2.TIA	Document review
	Usefulness of Handbook		Comments of concerned people	1.Local authorities 2.DLA officials 3.JICA expert 4.Other concerned agencies (Decentralization committee)	Interviews, Questionnaires
Contributions for promotion of local management cooperation by project activities	Manifestation of the clear-cut policies and the measures to local authorities for the promotion of local management cooperation		1.Announcement of setting up of the working committees 2.Comments of concerned people	1.DLA's policies 2.Local authorities 3.TIA 4.Decentralization committee 5.JICA expert	Document review, Interviews, Questionnaires
	Local authorities in the workshop sites understand the significance and the measures of promoting local management cooperation?		Comments of participants from local authorities	Local authorities in Ayuthaya, Burriram, and Songkla  Local authorities in other areas	Interviews, Questionnaires
	Other factors except project activities		Comments of concerned people	1.DLA officials 2.JICA expert 3.TIA	Interviews

## EVALUATION CRITERIA: EFFICIENCY (1)

Evaluation Items		Means of Judgement, Indicators	Means of Verification	Data Sources	Measures of Collecting Data
Items	Sub-items				
Inputs injected by JICA to assist the project implementation	Appropriateness of JICA experts' assignment	1.Number of expert 2.Timing and duration of dispatch	1.Performance records against initial plan 2.Comments of concerned persons	1.Activities report of JICA experts 2.DLA officials	Document review, Interviews
	Utilization of local resource for research activities, baseline survey and organizing workshop	1.Number of project participants 2.Assignment schedule 3.Cost	1.Performance records against initial plan 2.Comments of concerned persons	1.JICA expert 2.DLA officials 3.TIA	Document review, Interviews
	Implementation of Nagano field study trip	1.Number of participants 2.Timing and duration of dispatch 3.Program of visit 4.Cost	1.Reports of field study trip 2.Comments of participants and other concerned persons	1.JICA expert 2.DLA officials 3.TIA	Document review, Interviews
Activities led by Thai Government to ensure the expected project outputs	Appropriateness of counterpart personnel (C/P)' assignment	1.Number of personnel 2.Assignment schedule	1.Performance records against initial plan 2.Comments of concerned persons	1.JICA expert 2.DLA officials	Document review, Interviews
	Provisions of necessary facilities for JICA experts	1.Administrative office 2.Room for JICA experts and C/P 3.Conference room	Comments of concerned persons	1.JICA expert 2.DLA officials	Interviews

## EVALUATION CRITERIA: EFFICIENCY (2)

Activities led by Thai Government to ensure the expected project outputs	Provision of necessary information to implement the project		Comments of concerned persons	1.JICA expert 2.Local authorities 3.Other related agencies	Interviews, Questionnaire
	Introductory seminars for DLA officials contributed to share the information and to motivate them to consider the measures of promoting local management cooperation?		Comments of seminars participants	DLA officials	Interviews
	Selection of workshop sites and workshop program was successful in the understanding of local authorities regarding the significance and the measures of promoting local management cooperation?	1.Site location 2.Schedule 3.Number of participants 4.Program	1.Workshop reports 2.Comments of participants	1.DLA 2.TIA 3.Local authorities 4.JICA expert	Document review, Interviews, Questionnaire
	Implementation of periodical monitoring to grasp the project progress	Frequency of monitoring	1.Performance records against initial plan 2.Comments of concerned persons	1.DLA 2.TIA 3.JICA expert	Document review, Interviews
	Other factors to hinder the project implementation		Comments of concerned people	1.DLA 2.TIA 3.JICA expert	Interviews



## EVALUATION CRITERIA: IMPACT (1)

Evaluation Items		Means of Judgement, Indicators	Means of Verification	Data Sources	Measures of Collecting Data
Items	Sub-items				
Prospects of achieving the overall goal	Project crystallisation of local management cooperation among local authorities in workshop sites under the present framework		1.Future plan/plan under consideration 2.Comments of local authority officials	1.Local authorities 2.TIA's reports 3.JICA expert 4.DLA	Document review, Interviews, Questionnaire
	Positive changes of Thai Government's policies to promote local management cooperation	1.Amendment of Local administration code 2.Progress record of committee's activities	1.Draft of local administration code 2.Minutes of meeting of the working committee for promotion of Sahakarn	1.DLA, MOI 2.JICA expert 3.Decentralization committee 4.Ministries concerned in local administration	Document review, Interviews
Unexpected positive impacts (propagation effects)	Establishment of formal unions by local authorities concerned for local management cooperation (Sahakarn)		1.Agreement/memorandum of intention for establishment 2.Plan of operations	Local authorities	Document review, Interviews, Questionnaire
	Improvement of accessibility to public services by establishment of Sahakarn		1.Periodic check of performance records 2.Comments of local people	1.Performance records of relevant services by local authorities 2.Local people	Document review, Interviews, Questionnaire

## EVALUATION CRITERIA: IMPACT (2)

Unexpected negative impacts (propagation effects)	Increase of inefficient financial affairs by introduction of local management cooperation		1.Balance of payments 2.Comments of concerned persons	1.Administrative accounting report of local authorities 2.Local authorities' staff	Document review, Interviews, Questionnaire
	Increase of inefficient administrative affairs by introduction of local management cooperation		1.Clerical procedure 2.Comments of concerned persons	1.Performance report of local authorities 3.Local authorities' staff and local people	Document review, Interviews, Questionnaire
	Increase of political instability by introduction of local management cooperation		Comments of concerned persons	Local authorities' staff and local people	Interviews, Questionnaire
	Other negative impact		Comments of concerned persons	Local authorities' staff and local people	Interviews, Questionnaire

## EVALUATION CRITERIA: SUSTAINABILITY

Evaluation Items		Means of Judgement,	Means of Verification	Data Sources	Measures of Collecting Data
Items	Sub-items				
Continuation of activities on local management cooperation facilitated by DLA	Workshop/seminar in order to promote local management cooperation will be held continuously?		Activities plan Comments of concerned persons	1. Plan and budgetary document of DLA 2. TIA	Document review, Interviews
	Utilization of handbook by local authorities		Comments of concerned people	1. Local authorities 2. DLA	Interviews, Questionnaire
	Update of handbook		Plan for updating of handbook	Plan and budgetary document of DLA	Document review, Interviews
	Implementation system in charge of local management cooperation		Comments of DLA official	DLA	Interviews
Continuous promotion of decentralization policies			Comments of DC officials	DC	Interviews
Acquirement of knowledge for the promotion of local management cooperation		Comparison of before-and -after	Comments of DLA officials	DLA	Interviews Questionnaire
Prospect of legislative proceedings and or legal reform related to local management cooperation			Drafts of related ministerial decree and ordinance	1. DLA 2. Ministries concerned in local administration	Document review, Interviews

## **Annex 2: List of Persons Interviewed**

### **Department of Local Administration**

#### ***Bureau of Local Administrative Development (Policy and Planning)***

- Mr. Worakan Yokying  
Director, Bureau of Local Administrative Development
- Mrs. Wattana Phaisurat  
Director of Foreign Affairs and Technical Division
- Mr. Saharat Wongsukulwiwat  
Chief of Technical Cooperation Group
- Miss Nitchakorn Ritthisom  
Governor Officer Level 3
- Ms. Nuchanart Dhableo  
JICA Project Secretary

#### ***Bureau of System and Organizational Structure Development***

- Mr. Boonsuep Shamshoi  
Director of Bureau
- Mr. Sasin Phatthanaphirom  
Plan and Policy Analysis Level 7

### **Office of Decentralization to Local Government Organization Committee**

- Mr. Panya Thongprasert  
Director, Coordination, Follow up & Evaluation Division
- Mr. Weerachai Chomsakorn  
Plan and Policy Analyst on Finance and Tax
- Ms. Apiradee Prasertit  
Legal Officer Level 4
- Ms. Saengrawee Sawadibute  
Legal Officer Level 3

### **Decentralization to Local Government Organization Committee**

- Asst. Prof. Dr. Somkid Lertpaitoon  
Faculty of Law, Thammasat University

### **Office of Civil Service Commission (OCSC)**

- Mr. Boonrod Singwattanasiri  
Advisor

### **Office of the Public Sector Development Commission (OPDC)**

- Ms. Tassanee Dusitsutthirat  
Director of Mission

### **Thailand Innovative Administration Consultancy Institute (TIA)**

- Prof. Issara Suwannabol  
President
- Mr. Chit Nilpanit  
Chairman, DLA Working Group on Local Management Cooperation
- Assoc. Prof. Dr. Pathan Suvanamongkol  
Director of Training, Dissemination and public Relations Office

### **Phra Nakhon Si Ayutthaya Province**

- Mr. Somsak Kaewsuthi  
Governor
- Mr. Nares Wongsawat  
Vice Governor
- Mr. Mana Sriwongwanna  
Head of Provincial Natural Resources and Environment Office
- Mr. Prachak Taksana  
Head of Provincial Local Administration Office
- Mr. Kriengsak Wongsuwan  
Head of Local Administration Development Section  
Provincial Local Administration Office
- Mr. Wittaya Hatnil  
Technical Environmental Office 7  
Provincial Natural Resources and Environment Office
- Ms. Pobporn Wilaichit  
Deputy District Chief, Nakhon Luang District
- Ms. Somporn Klinsaardhom  
Vice Mayor, Nakhon Luang Sub-district Municipality
- Mr. Piniy Siriyuth  
Municipal Clerk, Nakhon Luang Sub-district Municipality
- Mr. Prasat Rodarvuth  
Vice Mayor, Mae La TAO
- Ms. Amornsiri Punjun  
TAO's clerk, Bud Lao TAO

## **Buriram Province**

- Mr. Nut Prasertsawasdi  
Civil Engineer 5, Buri Ram PAO
- Mr. Witoon Pisawong  
District Chief, Napho District
- Mr. Worapong Banthaisong  
Mayor, Napho Sub-district Municipality
- Mr. Sawang Kritawaythin  
Mayor, Don Kok TAO
- Mr. Boonchuan Menthaisong  
Mayor, Ban Kou TAO
- Mr. Sawai Deemak  
Mayor, Sri Sawang TAO
- Mr. Nattawut Homhuan  
Municipal Clerk, Napho Sub-district Municipality
- Mr. Samprasit Luangsanam  
TAO's clerk, Sri Sawang TAO
- Mr. Ruengyos Banthaisong  
Vice Mayor, Napho Sub-district Municipality
- Mr. Taywin Wannavichit  
Vice Mayor, Ban Kou TAO
- Mr. Worawuth Pholthongmak  
District Local Administration Officer

## **Songkhla Province**

- Mr. Jessada Ratanajorana  
Director of City Planning and Building Control Division  
Hat Yai City Municipality
- Mr. Chamnong Piyaratana  
Director of Sanitary Division  
Songkhla City Municipality

## **Japanese Side**

- Mr. Yoichiro Kimata  
Assistant Resident Representative, JICA Thailand Office
- Ms. Kazuyo Ozaki  
JICA Expert

## Annex 3: Questionnaire and Its Result



### Questionnaire for Local Authority



**Name of Study: Terminal Evaluation Study for JICA Technical  
Cooperation Project on Local Management Cooperation**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Telephone No:** \_\_\_\_\_ **Fax No:** \_\_\_\_\_

This questionnaire is to be used in the terminal evaluation of the above-mentioned study. Your answer and comments will be valuable reference material for improving the draft handbook on “Local Management Cooperation” and will be utilized to improve the technical cooperation by Japan International Cooperation Agency-JICA in the future.

*This questionnaire has 2 pages. After reading the draft handbook on “Local Management Cooperation”, please fulfill it and send by fax to the JICA Evaluation Study Team at Fax no: 0-2937-0704 by September 14, 2004. Your cooperation to the above will be highly appreciated.*

1. Whether your understanding is getting better after reading the Handbook on “Local Management Cooperation”?  
 A. Very much  
 B. Fine  
 C. Some  
 D. Same as before  
 E. Don't know
2. How do you think about local management cooperation after reading the Handbook?  
 A. Very interested and I will look for cooperation with other local authority soon  
 B. Interested and I may look for cooperation with other local authority in future  
 C. Some interested but I need to study other data more  
 D. Not interested  
 E. Don't know
3. How do you think about the quality of the Handbook content?  
 A. Very good  
 B. Good  
 C. Fine  
 D. Must be improved  
 E. Don't know
4. Do you think the Handbook is helpful to spark an idea of local management cooperation in Thailand  
 A. Very helpful  
 B. Helpful  
 C. Some helpful  
 D. Not at all  
 E. Don't know

5. In case of the Handbook need to be revised, do you think where the improvement should be?
  - A. Clearly point out advantage-disadvantage of local management cooperation
  - B. Add more case study in foreign country
  - C. Add more case study in Thailand
  - D. Should add the content about .....
  - E. No comment
6. Will you keep the Handbook for using?
  - A. I will keep surely
  - B. I will keep for future use
  - C. Keep in library
  - D. Give to other people who may use
  - E. Don't know
7. In case you have already cooperated with other local authority (formal or informal), do you think the cooperation has any negative impact?
  - A. Negative impact to administration
  - B. Negative impact to financial situation
  - C. Negative impact to politic
  - D. No negative impact
  - E. I don't have any cooperation with other local authority now.

**Thank you for your cooperation**

If you have any other comments or suggestions regarding the Handbook on “Local Management Cooperation” or Local authority cooperation that you would like to convey to JICA, Department of Local Administration (DLA), please write them below.

**Recommendation/Suggestion**

.....

.....

.....

.....



Summary Results of Questionnaire Survey							
<p><i>The team sent out 222 questionnaires mainly to local authorities in and out of workshop sites. The team got back a total of 112 replies, which is equivalent to 50% of the total number of questionnaire sent. The results are summarized as follows.</i></p>	Question No.	No. of Reply					Total
	A	B	C	D	E		
	1	41	67	9	0	0	117
	2	38	56	23	0	0	117
	3	48	56	13	0	0	117
	4	70	35	12	0	0	117
	5	45	25	43	2	2	117
	6	74	36	5	1	1	117
7	18	17	9	53	21	117	



## Annex 4

List of provincial office and local administrations in workshop sites that JICA Study Team sent questionnaire and their responses.

No.	Name	District	Response
<b>PHRA NAKHON SI AYUTTHAYA PROVINCE</b>			
1	Natural Resources and Environment Office	Mueang Phra Nakhon Si Ayutthaya	π
2	Provincial Local Administration Office	Mueang Phra Nakhon Si Ayutthaya	π
3	Phra Nakhon Si Ayutthaya PAO	Mueang Phra Nakhon Si Ayutthaya	
4	Ayutthaya Town Municipality	Mueang Phra Nakhon Si Ayutthaya	
5	Ayotthaya Sub-district Municipality	Mueang Phra Nakhon Si Ayutthaya	π
6	Bang Ploeng Sub-district Municipality	Bangpahan	
7	Bangpahan Sub-district Municipality	Bangpahan	π
8	Roeng Chang Sub-district Municipality	Maharat	π
9	Maharat Sub-district Municipality	Maharat	
10	Nakhon Luang Sub-district Municipality	Nakhon Luang	π
11	Arunyik Sub-district Municipality	Nakhon Luang	
12	Baan Phrak Sub-district Municipality	Baan Phrak	
13	Mae La TAO	Nakhon Luang	π
14	Bangpahan TAO	Bangpahan	
15	Tanoo TAO	Uthai	
16	Ban Luang TAO	Sena	π
<b>BURIRAM PROVINCE</b>			
17	Napho Sub-district Municipality	Napho	π
18	Putthaisong Sub-district Municipality	Putthaisong	π
19	Plubpla Chai Sub-district Municipality	Plubpla Chai	π
20	Lam Sai Yong TAO	Nang Rong	π
21	Hay Soke TAO	Putthaisong	π
22	Putthaisong TAO	Putthaisong	π
23	Sakae TAO	Sateuk	π
24	Lamduan TAO	Krasang	π
25	Kantrarom TAO	Krasang	π
26	Thai Charoen TAO	Pakham	π
27	Chantob Phet TAO	Ban Kruat	π
28	Sam Wang TAO	Huay Rat	π
29	Napho TAO	Napho	π
30	Don Kok TAO	Napho	π
31	Ban Kou	Napho	π
32	Siellam TAO	Napho	π
33	Koke Ma TAO	Prakhon Chai	π
34	Pa Chan TAO	Plubpla Chai	π

No.	Name	District	Response
35	Tago Tapee TAO	Prakhon Chai	π
36	Lachia TAO	Prakhon Chai	π
37	Prakhon Chai TAO	Prakhon Chai	π
38	Nong Bon TAO	Prakhon Chai	π
39	Nong Krating TAO	Lam Plaimat	π
40	Hin Khon TAO	Lam Plaimat	π
41	Tamenchai TAO	Lam Plaimat	π
42	Nang Rong TAO	Nang Rong	π
43	Thavorn TAO	Chalerm Prakiat	π
44	Tung Sangthong TAO		π
<b>SONGKHLA PROVINCE</b>			
45	Songkhla PAO	Mueang Songkhla	π
47	Ranode Sub-district Municipality	Ranode	
47	Sadao TAO	Sadao	
48	Kampaeng Phet TAO	Rattaphum	
49	Ta Chang TAO	Bang Klam	
50	Nam Noi TAO	Hat Yai	π

## Annex 5

List of local administrations out of workshop sites that JICA Study Team sent questionnaire and their responses.

### Provincial Administration Organization (PAO)

No.	Name of PAO	Province	Response
1	Kanchanaburi PAO	Kanchanaburi	
2	Kamphaeng Phet PAO	Kamphaeng Phet	π
3	Chanthaburi PAO	Chanthaburi	
4	Chonburi PAO	Chonburi	
5	Chaiyaphum PAO	Chaiyaphum	
6	Chiang Rai PAO	Chiang Rai	π
7	Trang PAO	Trang	
8	Tak PAO	Tak	π
9	Nakhon Pathom PAO	Nakhon Pathom	π
10	Nakhon Ratchasima PAO	Nakhon Ratchasima	π
11	Nakhon Sawan PAO	Nakhon Sawan	π
12	Nan PAO	Nan	
13	Pathum Thani PAO	Pathum Thani	π
14	Prachin Buri PAO	Prachin Buri	π
15	Phangnga PAO	Phangnga	π
16	Phichit PAO	Phichit	π
17	Phetchabure PAO	Phetchabure	π
18	Phrae PAO	Phrae	π
19	Phuket PAO	Phuket	
20	Mae Hong Son PAO	Mae Hong Son	
21	Yasothon PAO	Yasothon	
22	Ranong PAO	Ranong	
23	Ratchaburi PAO	Ratchaburi	π
24	Lampang PAO	Lampang	
25	Loei PAO	Loei	
26	Sakon Nakhon PAO	Sakon Nakhon	π
27	Samut Prakan PAO	Samut Prakan	π
28	Samutsakhon PAO	Samutsakhon	π
29	Sakaeo PAO	Sakaeo	
30	Sukhothai PAO	Sukhothai	

### City/Town Municipality

No.	Name of Municipality	District	Province	Response
1	Mueang Krabi	Mueang Krabi	Krabi	π
2	Mueang Kanchanaburi	Mueang Kanchanaburi	Kanchanaburi	π
3	Mueang Kalasin	Mueang Kalasin	Kalasin	
4	Mueang Kamphaeng Phet	Mueang Kamphaeng Phet	Kamphaeng Phet	π
5	Nakhon Kohn Kaen	Mueang Kohn Kaen	Kohn Kaen	
6	Mueang Chanthaburi	Mueang Chanthaburi	Chanthaburi	π
7	Mueang Chachoengsao	Mueang Chachoengsao	Chachoengsao	π
8	Mueang Chonburi	Mueang Chonburi	Chonburi	
9	Mueang Chainat	Mueang Chainat	Chainat	
10	Mueang Chaiyaphum	Mueang Chaiyaphum	Chaiyaphum	
11	Mueang Chumphon	Mueang Chumphon	Chumphon	
12	Mueang Chiang Rai	Mueang Chiang Rai	Chiang Rai	
13	Nakhon Chiang Mai	Mueang Chiang Mai	Chiang Mai	π
14	Nakhon Trang	Mueang Trang	Trang	
15	Mueang Trat	Mueang Trat	Trat	π
16	Mueang Tak	Mueang Tak	Tak	π
17	Mueang Nakhon Nayok	Mueang Nakhon Nayok	Nakhon Nayok	
18	Nakhon Nakhon Pathom	Mueang Nakhon Pathom	Nakhon Pathom	
19	Mueang Nakhon Phanom	Mueang Nakhon Phanom	Nakhon Phanom	
20	Nakhon Nakhon Ratchasima	Mueang Nakhon Ratchasima	Nakhon Ratchasima	π
21	Nakhon Nakhon Sithammarat	Mueang Nakhon Sithammarat	Nakhon Sithammarat	
22	Nakhon Nakhon Sawan	Mueang Nakhon Sawan	Nakhon Sawan	π
23	Nakhon Nonthaburi	Mueang Nonthaburi	Nonthaburi	π
24	Mueang Narathiwat	Mueang Narathiwat	Narathiwat	π
25	Mueang Nan	Mueang Nan	Nan	π
26	Mueang Pathum Thani	Mueang Pathum Thani	Pathum Thani	π
27	Mueang Prachuap Khiri Khan	Mueang Prachuap Khiri Khan	Prachuap Khiri Khan	
28	Mueang Prachin Buri	Mueang Prachin Buri	Prachin Buri	π
29	Mueang Pattani	Mueang Pattani	Pattani	
30	Mueang Phangnga	Mueang Phangnga	Phangnga	π
31	Mueang Phthalung	Mueang Phthalung	Phthalung	π
32	Mueang Phichit	Mueang Phichit	Phichit	
33	Nakhon Phitsanulok	Mueang Phitsanulok	Phitsanulok	π
34	Mueang Phetchaburee	Mueang Phetchaburee	Phetchaburee	π
35	Mueang Phetchabun	Mueang Phetchabun	Phetchabun	
36	Mueang Phrae	Mueang Phrae	Phrae	
37	Mueang Phayao	Mueang Phayao	Phayao	π
38	Mueang Phuket	Mueang Phuket	Phuket	
39	Mueang Maha Sarakham	Mueang Maha Sarakham	Maha Sarakham	

No.	Name of Municipality	District	Province	Response
40	Mueang Mae Hong Son	Mueang Mae Hong Son	Mae Hong Son	
41	Mueang Mukdahan	Mueang Mukdahan	Mukdahan	
42	Nakhon Yala	Mueang Yala	Yala	
43	Mueang Yasthon	Mueang Yasthon	Yasthon	
44	Mueang Roi Et	Mueang Roi Et	Roi Et	π
45	Mueang Ranong	Mueang Ranong	Ranong	π
46	Nakhon Rayong	Mueang Rayong	Rayong	
47	Mueang Ratchaburi	Mueang Ratchaburi	Ratchaburi	
48	Mueang Lop Buri	Mueang Lop Buri	Lop Buri	
49	Nakhon Lampang	Mueang Lampang	Lampang	π
50	Mueang Lamphun	Mueang Lamphun	Lamphun	π
51	Mueang Loei	Mueang Loei	Loei	
52	Mueang Sisaket	Mueang Sisaket	Sisaket	π
53	Mueang Sakon Nakhon	Mueang Sakon Nakhon	Sakon Nakhon	
54	Mueang Satun	Mueang Satun	Satun	
55	Nakhon Samut Prakan	Mueang Samut Prakan	Samut Prakan	
56	Mueang Samutsongkhram	Mueang Samutsongkhram	Samutsongkhram	π
57	Nakhon Samutsakhon	Mueang Samutsakhon	Samutsakhon	
58	Mueang Saraburi	Mueang Saraburi	Saraburi	
59	Mueang Sakaeo	Mueang Sakaeo	Sakaeo	π
60	Mueang Sing Buri	Mueang Sing Buri	Sing Buri	
61	Mueang Sukhothai	Mueang Sukhothai	Sukhothai	
62	Mueang Suphan Buri	Mueang Suphan Buri	Suphan Buri	π
63	Mueang Surat Thani	Mueang Surat Thani	Surat Thani	π
64	Mueang Surin	Mueang Surin	Surin	π
65	Mueang Nong Khai	Mueang Nong Khai	Nong Khai	
66	Mueang Nong Bua Lamphu	Mueang Nong Bua Lamphu	Nong Bua Lamphu	
67	Mueang Ang Thong	Mueang Ang Thong	Ang Thong	π
68	Nakhon Udonthani	Mueang Udonthani	Udonthani	
69	Mueang Uttaradit	Mueang Uttaradit	Uttaradit	π
70	Mueang Uthai Thani	Mueang Uthai Thani	Uthai Thani	
71	Nakhon Ubol Ratchathani	Mueang Ubol Ratchathani	Ubol Ratchathani	π
72	Mueang Amnat Charoen	Mueang Amnat Charoen	Amnat Charoen	π

### Tambol (Sub-district) Municipality

No.	Name of Municipality	District	Province	Response
1	Somdet	Somdet	Kalasin	
2	Channabot	Channabot	Khon Kaen	
3	Sanam ChaiKhet	Sanam ChaiKhet	Chachoengsao	π
4	Hankha	Hankha	Chainat	

No.	Name of Municipality	District	Province	Response
5	Pak Tako	Thung Tako	Chumphon	
6	Yang Nerng	Saraphi	Chiang Mai	π
7	Bo Ploy	Bo Rai	Trat	
8	That Phanom	That Phanom	Nakhon Phanom	
9	Sichon	Sichon	Nakhon Sithammarat	
10	Bang Yai	Bang Yai	Nonthaburi	π
11	Hua Hin	Hua Hin	Prachuap Khiri Khan	
12	Pak Phayun	Pak Phayun	Phathalung	
13	Nong Phai	Nong Phai	Phetchabun	
14	Chiang Muan	Chiang Muan	Phayao	π
15	Borabue	Borabue	Maha Sarakham	
16	Khamcha-i	Khamcha-i	Mukdahan	
17	Chai Vari	Pho Chai	Roi Et	π
18	Kong Din	Klaeng	Rayong	π
19	Tha Lung	Tha Lung	Lop Buri	
20	Thung Hua Chang	Thung Hua Chang	Lamphun	
21	Kanthararom	Kanthararom	Sisaket	
22	Amphawa	Amphawa	Samutsongkhram	
23	Sao Hai	Sao Hai	Saraburi	
24	Bang Nam Chiew	Phrom Buri	Sing Buri	π
25	Bang Pla Ma	Bang Pla Ma	Suphan Buri	
26	Tha Tum	Tha Tum	Surin	
27	Non Sang	Non Sang	Nong Bua Lamphu	
28	Na Kha	Mueang Udon Thani	Udonthani	
29	Taluk Ku	Thap Than	Uthai Thani	
30	Senangkhanikhom	Senangkhanikhom	Amnat Charoen	π

### Tambol (Sub-district) Administration Organization (TAO)

No.	Name of TAO	District	Province	Response
1	Huay Nam Khao	Klong Tom	Krabi	
2	Wang Yang	Klong Khlung	Kampaengphet	π
3	Nong Mek	Nong Song Hong	Khon Kaen	π
4	Bang Phra	Sriracha	Chonburi	
5	Paknam	Lungsuan	Chumphon	
6	Mae Eye	Mae Eye	Chiang Mai	
7	Mae Tao	Maesot	Tak	
8	Phone Thong	Ranu Nakhon	Nakhon Phanom	
9	Wang Nam Khieo	Wang Nam Khieo	Nakhon Ratchasima	π
10	Tab Kris	Chum Saeng	Nakhon Sawan	π
11	Yom	Tha Wang Pha	Nan	

No.	Name of TAO	District	Province	Response
12	Ta Bao	Prasat	Surin	π
13	Sai Thong	Mai Kaen	Pattani	
14	Ban Noi	Pho Talae	P'ichit	
15	Wang Phikul	Bung Samphan	Phetchabun	π
16	Nong Daeng	Na Chuak	Maha Sarakham	
17	Kud Chiang Mee	Loeng Nok Tha	Yasothon	
18	Nong Hee	Nong Hee	Roi Et	
19	Bang Kra Phee	Ban Mee	Lop Buri	
20	Pha Kradueng	Phu Kradueng	Loei	
21	Tae	Uthomphon Phisai	Sisaket	
22	Khuan Don	Khuan Don	Satun	
23	Kok Yai	Ban Mor	Saraburi	
24	Wang Nam Yen	Bang Pla Ma	Suphan Buri	π
25	Ta Bao	Prasat	Surin	
26	Wang Pla Pom	Na Wang	Nong Bua Lamphu	π
27	Kok Klang	Phen	Udonthani	π
28	Khong Chiam	Khong Chiam	Ubol Ratchathani	π
29	Swang	Swang Weerawong	Ubol Ratchathani	π
30	Bang Rakam	Bang Rakam	Phitsanulok	
31	Baan Klong	Mueang	Phitsanulok	
32	Wong Kong	Phrom Phiram	Phitsanulok	
33	Wang Namku	Mueang	Phitsanulok	π
34	Nong Kae	Phon	Khon Kaen	
35	Tha Phra	Mueang Khon Kaen	Khon Kaen	
36	Phra Lab	Mueang Khon Kaen	Khon Kaen	
37	Ban Ped	Mueang Khon Kaen	Khon Kaen	π
38	Ban Wa	Mueang Khon kaen	Khon Kaen	
39	Ban Phai	Ban Phai	Khon Kaen	
40	Waeng Yai	Waeng Yai	Kohn Kaen	

## List of JICA Experts

List of JICA Experts in the Local Management Cooperation Project  
(18 September 2003-19 September 2004)

Position	Name	Duration	
		From	To
Long-term Expert in Development Coordination	Mrs.Kazuyo OZAKI	18 September 2003	19 September 2004
Short-term Expert in Local Management Cooperation	Mr.Kenji KURATA	24 September 2003	30 September 2003
Short-term Expert in Local Management Cooperation	Dr.Kengo AKIZUKI	24 September 2003	1 October 2003
Short-term Expert in Policy on Local Management Cooperation	Dr.Kengo AKIZUKI	18 August 2004	21 August 2004
Short-term Expert in Integrated Administration of a Large Region	Ms.Masae HIRABAYASHI	22 June 2004	25 June 2004



## Annex 7: List of Seminar/Workshop Participants

### 1<sup>st</sup> Seminar on September 25<sup>th</sup>, 2003

Seminar/ Workshop	Name of Participants
Introductory seminar at Royal River Hotel, Bangkok	<p><b>(Participants) : 30 persons</b></p> <p><b>DLA:</b> Mr. Thawatchai Phukungkol, Deputy Director General, Mr. Somchai Seanglai, Director of Bureau of Local Administrative Development, Mr. Sittiwee Vannapruegs, Legal Officer Level, Mr. Worawut Aungsusing, Governing Officer Level 6, Mr. Phaithoon Kaweethakhon, Governing Officer Level 7, Ms. Aujchara Wongthep, Director of Education Personnel Administration Division, Mr. Sasin Pattanapirom, Plan and Policy Analyst Level 7, Mr. Chinin Rithimanee, Personnel Officer Level 7, Mr. Rathep, Plan and Policy Analyst Level 8, Mr. Win Sittichen, Chief of Development Planning and Technical, Mr. Chunkit Pimchumpa, Personnel Officer Level 6, Mr. Saharat Wongsakulwiwut, Chief of Subdivision of Technical Cooperation</p> <p><b>Department of Public Disaster Relief and Prevention:</b> Mrs. Charee Khunon, Ms. Aumaporn Waiveha</p> <p><b>Local Authorities:</b></p> <p><b>Phra Nakhon Si Ayutthaya Province:</b> Mr. Suphot Lukchom, Saimoon TAO, Ms. Wanna Sangthong, Ayutthaya City Municipality, Mr. Adison Aubonsuk, Thanoo TAO, Ms. Chularut Noisern, Ayothaya Tambol Municipality, Mr. Ayut Bangluang, Ayutthaya PAO</p> <p><b>Nakorn Nayok Provinc:</b> Mr. Pradis Pattasrima, Khowai Tambol Municipality, Thunyaluk Intraranun, Nakorn Nayok PAO, Mr. Prasan Thareemuk, Nakorn Nayok PAO</p> <p><b>Pitsanuloke Province:</b> Phongchai Pholruksa, Pitsanuloke City Municipality</p> <p><b>TIA:</b> Dr. Prathan Suwannamongkol, Mr.Somprit Niyomthai</p> <p><b>JICA:</b> Mr. Kenji Kurada, Director of Policy Development Center, Mie Prefecture, Dr. Kengo Akizuki , Graduate School of Low, Kyoto University Ms.Kazuyo Ozaki, JICA expert Ms. Nuchanat Dhabkleo, Project staff Mr. Yoichiro Kimata, Assistant Resident Representative, JICA Thailand Office</p> <p><b>Observer:</b> Mr. Precha Chathakorn, Director, Kokusai Kogyo Co., Ltd.</p>

### 1<sup>st</sup> Workshop on January 16<sup>th</sup>, 2004

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
Workshop on Local Management Cooperation at Provincial hall, <b>Pitsanuloke Province</b>	<p><b>(Participants):</b> (Participants): 22 persons</p> <p>Mr. Suriya Tipochana: Enger Office, Mr. Sermsuk Boonphuan, Social and Welfare Office, Mr. Thawatchai Kamolthum, Mayor of Pitsanuloke PAO, Mr. Puwadol Panumasmeth, Environment and Natural Resource Office, Mrs. Premruedee Champunucht, Mayor of Pitsanuloke Municipality, Mr. Pradis Mopim, Mayor of Banklong TAO, Mr. Wisete Yaklai, Mayor of Wungnamku TAO, Mr. Sunti Deawsurin, Chief Adminsitrator of Wongklong Municipality, Mr. Pituk Wichitwongsan, Chief Administrator of Banklong, Mr. Nuttachai Intraruk, Chief Administrator of Bangrakum, Mr. Pairat Wungdee, Agricultural Office, Mr. Chaowarit Chayakul, Chief of Personnel Promotion Division</p> <p><b>(Project staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suvanamongkol, Researcher, Mr. Cherdpan Nasongkla, Vice Governor of Songkhla Province</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA expert</p> <p><b>DLA:</b> Mr. Sasin Phatthanapirom, Policy and Plan Analyst Level 7</p>

### 2<sup>nd</sup> Workshop on January 20<sup>th</sup>, 2004

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
Workshop on Local Management Cooperation at Khan Inn, <b>Khon Kaen Province</b>	<p><b>(Participants): 27 persons</b></p> <p>Mr. Sukda Panusakkul, Chief of Excise Official, Mr. Chamrat Chaimanee, Rural Highway Office, Mr. Saghuanak Theerarat, Chief of Business Development Office, Ms. Thipawan Chanchana, Labor Office, Ms. Yuvarate, Mr. Wungdee, Pramin, Cultural Office, Mr. Thamrong Thawathworachum, Social Welfare Office, Mr. Chairat Pithan, Natural Resource and Environment Office, Ms. Rung Wisitkarnkrai, Khon Kaen Municipality, Ms. Busarakum Nisayun, Banpahi TAO, Nhongkae TAO, Thapra TAO, Pralup TAO, Banwa TAO, Ban Ped TAO, Nonthong TAO</p> <p><b>(Project staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suvanamongkol, Researcher, Mr. Cherdpan Na Songkhla, Vice Governor of Songkhla Province</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA expert</p> <p><b>DLA:</b> Mr. Sasin Phatthanapirom, Policy and Plan Analyst Level 7</p>

## 2<sup>nd</sup> Seminar on February 19<sup>th</sup>, 2004

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
<p>Seminar on Strategic Plan of Buri Ram Province and Local Administration at Themnakorn Hotel, <b>Buri Ram Province</b></p>	<p><b>(Participants) : 30 persons</b></p> <p>Chief Administrator of Buri Ram Province, Chief of Local Administration Group, Agricultural and Cooperative Office, Head of Public Health Office, Director of Sports, Tourism Office, Industrial Office, Commercial Office, Chief of Provincial Office, District Chief Officer, Public Relations Office, Fiscal Office, City Plan and Civil Works Office, Rural Highway Office, Natural Resource and Environment Office</p> <p><b>Local Authorities:</b></p> <p>Mayor of PAO, Chief Administrator of PAO, Mayor of Mueang Municipality, Chief Administrator of Mueang Buri Ram, Mayor of Nangrong Municipality, Mayor of Lumplaimas Municipality, Mayor of Prakone Chai Municipality, Mayor of Satuek Municipality, Mayor of Isan TAO, Mayor of Chumhed TAO</p> <p><b>Private Sectors:</b> Chairman of Industrial Council, Chairman of Chamber of Commerce, Chairman of Tourism Association, Chairman of Mass Medias Association</p> <p><b>(Project staffs) TIA:</b> Mr. Chit Nilpanit, Researcher, Dr. Phathan Suwanamala, Researcher</p>

## 3<sup>rd</sup> Workshop on April 20<sup>th</sup>, 2004

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
<p>Workshop on Local Management Cooperation at Provincial Hall, <b>Songkhla Province</b></p>	<p><b>(Participants): 28 persons</b></p> <p>Mr. Cherdpan Na Songkhla, Vice Governor of Songkhla Province Mr. Prasong Yantrakit, Civil Work and City Planning Office, Mr. Krisada Rattana, Chief of Building Control and City planning Division, Mr. Soonthon Pradubsang, Chief of Local Administration Division (Chana District), Mr. Aumnaj Chindawong, Chief Administrator of Ranode Municipality, Ms. Kunlaya Boonyanee, Sadao Municipality, Mr. Sakchai Aurairat, Thachang TAO, Mr. Sirirat Cheeratapun, Kampaengpet Municipality, Mr. Pranee Saengkua, Local Administration Officer (Kuanmuang District), Mr. Surapol Chareonsin, Province Office, Mr. Boonyarit Auksornnoi, Namnoi District, Mr. Vichit Kongnernsoong, Ranode District, Ms.Chaleow Chantararat, Songkhla PAO</p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suvanamongkol, Researcher</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA expert</p> <p><b>DLA:</b> Mr. Sasin Phatthanapirom, Policy and Plan Analyst Level 7</p>

**4<sup>th</sup> Workshop on May 13<sup>th</sup>, 2004**

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
<p>Workshop on Waste Disposal Management at Provincial Hall, <b>Phra Nakhon Si Ayutthaya Province</b></p>	<p><b>(Participants): 32 participants</b></p> <p>Mr. Nares Wongsawad, Deputy Governor, Mr. Krietisak Pongsunti, Bangpain Municipality, Mr. Satit Jadrieabroi, Rongchang Tambol Municipality, Ms. Chuthamas Aunpongpun, Klongsakaе TAO, Mr. Wattana Pradumpun, Bansung TAO, Mr. Satit Chansrithong, Bopong TAO, Ms. Buppachat Changsawek, Pakchan TAO, Ms. Veerawut Pinhom, Bansung TAO, Mr. Saad Vichichun, Maela TAO, Mr. Somyos Ghamnikorn, Harunyik Tambol Municipality, Ms. Lukana Sanpukdee, Maharat Tambol Municipality, Mr. Boonmanee Boonchun, Chief of Public Health Division, Ms. Praman Kumnuanchit, Sanitation Official, Ms. Kunnika Mahawichit, Ayothaya Tambol Municipality, Mr. Direk Thupatemee, Bangpahun TAO, Mr. Mathee Theerakete, Ayutthaya PAO, Mr. Sombat Satasit, Banprak Tambol Municipality</p> <p><b>(Project Staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suvanamongkol, Researcher, Province</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA expert</p> <p><b>DLA:</b> Mr. Sasin Phatthanapirom, Policy and Plan Analyst Level 7</p>

**5<sup>th</sup> Workshop on June 18<sup>th</sup>, 2004**

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
<p>Workshop on Local Management Cooperation Project at Buri Ram Ratchabhat Institute, <b>Buri Ram Province</b></p>	<p><b>(Participants): 21 persons</b></p> <p>Mr. Suppadit Boonyarittipong, Deputy Governor, Ms. Saghuan Kumphuang, Chief Administrator of Buri Ram PAO, Mr. Damrongchai Netemitrapong, Provincial Office, Mr. Phaisan Sanghiran, Agriculture and Cooperative office, Ms. Puchong Sithurat, Tourism Office, Mr. Noi Supingklud, Buri Ram Municipality, Mr. Kumpanat Bootto, Budhthaisong Municipality, Mrs. Nanthaporn Thongwi, Prathudbu TAO, Mr. Vichai Chanthongmee, Krasung TAO, Sunti Norasri, Nondindaeng Municipality, Mr. Promote Chaungsuwan, Chantabopet TAO, Ms. Wannamas Prusyarit, Sakae TAO, Ms. Karuna Pasopa, Banpare TAO, Mr. Prawit Auraikul, Chief of Local Administration Group</p> <p><b>TIA:</b> Mr. Porn Audomsuk, Advisor, Dr. Isara Wuwanabol, Director, Researcher</p> <p><b>DLA:</b> Mr. Boonsuap Chamchoi, Director of Budget System Development Division, Mr. Pongsuk Thaweenantachai, Legal Officer Level 7</p> <p><b>(Project Staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanith, Researcher, Dr. Pathan Suwanamongkol, Researcher, Mr. Somprin Niyomthai</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA Expert</p>

**6<sup>th</sup> Workshop on June 23<sup>rd</sup>, 2004**

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
<p>Workshop on Waste disposal Management at Provincial Hall, <b>Phra Nakhon Si Ayutthaya Province</b></p>	<p><b>(Participants): 29 persons</b></p> <p>Mr. Nares Wongsawud, Governor, Mrs. Lukana Sanpukdee, Municipal Clerk of Maharath Tambol Municipality  Ms. Boonmanee Boonkun, Chief of Public Health Division, Mr. Pinit Siriyuth, Municipal Clerk of Nakornluang Tambol Municipality  Mr. Methee Theraketh, City Planning Chief Technician Level 6 (Ayutthaya PAO), Mr. Yingyos Boonant, City Planning Chief Technician Level 6 (Ayutthaya PAO), Mr. Preecha Thongchart, Municipal Clerk of Aranyik Tambol Municipality, Mr. Precha Promsmith, District, Chief Officer of Nakornluang, Mr. Pairat Kenvisete, Chief of Natural Resource and Environment Division, Mr. Wittaya Hadsin, Environmental Technician officer Level 7, Ms. Isara Vilairat, Environment Technician Officer level 5, Ms. Prapis Worakarnnon, City Planning Administrative Technician Level 6, Ms. Jutharat Srithongklang, Sanitation Researcher Level 3, Mr. Kieatisak Hongchart, Municipal Clerk of Bangprahun Tambol Municipality, Ms. Nittaya Pongsawud, Chief of Local Administration Group of Nakornluang District, Mr. Prachuk Tuksina, Chief of Local Administration Group of Ayutthaya Province</p> <p><b>DLA :</b> Mr. Pongsuk Thaweenanthachai, Legal Officer Level 7, Mr. Nuttapol Chumpuworn, Plan and Policy Analyst Level 6, Mr. Kriengsuk Wongsuwan, Chief of Local Administration, Ms. Bungon Sonthisukda, Plan and Policy Analyst Level 5, Ms. Autchara Kietisak, Governor Officer Level 5, Ms. Aimon Arjharn, Governor Officer Level 5, Ms. Pornnapha Srisaart, Governor Officer Level 5, Mr. Pongsuk Thaweenantachai, Legal Officer Level 7, DLA</p> <p><b>(Project Staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanith, Dr. Pathan Suwannamala, Mr. Somprin Niyomthai,</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA Expert, Ms. Masae Hirabayasshi, JICA Expert, Ms. Varaporn Virunsawan, Interpreter, Ms. Nuchanat Dhubkleo, project staff</p>

### 3<sup>rd</sup> Seminar on June 24<sup>th</sup>, 2004

<b>Seminar/ Workshop</b>	<b>Name of Participants</b>
Seminar on Local Management Cooperation at The Twin Tower Hotel, <b>Bangkok</b>	<p><b>(Participants): 35 persons</b></p> <p><b>Local Authorities:</b></p> <p><b>Phra Nakhon Si Ayutthaya Province:</b> Mr. Pinit Siriyuth, Municipal Clerk of Nakornluang Tambol Municipality,</p> <p><b>DLA:</b> Mr. Vorakarn Yokying, Director of Local Administration and Development Bureau, Mr. Amorn Laohaphan, Director of Local Laws and Regulations Bureau, Ms. Wuttana Phaisurat, Director of Foreign and Technical Affairs Division, Mr. Chumsai Theplip, Director of Local Structure Research and Development Division, Ms. Lunkana Pusananon, Director of Local Accounting System Development, Mr. Rungsun Aiembootlop, Director of Local Laws and Regulations Division, Mr. Somkiet Pongpensuk, Legal Officer Level 7 Ms. Saranya Paethong, Financial and Accounting Officer Level 6,</p> <p><b>Office of Decentralization to Local Government Organization Committee:</b> Ms. Apiradee Prasertit, Legal Officer Level 4, Ms. Saengrawee Sawadibute Legal Officer Level 3</p> <p><b>Observers:</b> Dr. Orathai Kokphol, Thammasart University, Mr. Boonrod Singwattanasiri, Advisor to Office of the Civil Service Committee, Ms. Yoavaluk Kulapanit, Plan and Policy Analyst Level 8, Ms. Chuthamas Buranaphunsri, Plan and Policy Analyst Level 8, Mr. Songwong Phunwichian, Plan and Policy Analyst level 7</p> <p><b>(Project Staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suwannamala, Researcher, Dr. Somprin Niyomthai, Researcher</p> <p><b>DLA:</b> Mr. Boonsuap Chamchoi, Director of Local Structure and System Development, Mr. Saharat Wongsukulwiwut, Chief of Foreign Affairs, Mr. Sasin Patthanaphirom, Plan and Policy Analyst Level 7</p> <p><b>JICA:</b> Ms. Masae Hirabayashi, JICA Expert, JICA, Ms. Varaporn Pirunsawan, Interpreter, Ms. Kazuyo OZAKI, JICA Expert, Ms. Nutchanat Dhukleo, project staff</p>

### General Meeting on August 20<sup>th</sup>, 2004

Seminar/ Workshop	Name of Participants
<p>General meeting to discuss the draft handbook at Dusit Place, <b>Bangkok</b></p>	<p><b>(Participants): 27 persons</b></p> <p><b>Local Authorites:</b></p> <p><b>Phra Nakhon Si Ayutthaya Province:</b> Mr. Pinit Siriyuth, Municipal Clerk of Nakhon Luang Tambol Municipality</p> <p><b>Songkhla Province:</b> Mr. Cherdsada Rattanachorana, Director of City Plan and Building Control Division, Hatyai Municipality</p> <p><b>Chonburi Province:</b> Mr. Orlan Tungtrakul, Chief Administrator of Sriracha Municipality</p> <p><b>Nonthaburi Province:</b> Mr. Wirat Pidkaew, Chief Administrator of Pimolrath TAO</p> <p><b>Office of the Civil Service Commission:</b> Ms. Yaovaluk Kulpanit, Personnel Analyst Level 8, Mr. Somwong Punwichiean, Personnel Analyst Level 7,</p> <p><b>DLA:</b> Ms. Wuttana Phaisurat, Director of Foreign and Technical Affairs Division, Ms. Lukana Pusnanon, Director of Local Accounting System, Mr. Veerachai Supapakrucha, Legal Officer Level 7, Ms. Saranya Paethong, Financial and Accounting Officer Level 6, Ms. Payung Ghampium, Financial and Accounting Officer Level 6</p> <p><b>Office of Decentralization to Local Government Organization Committee:</b> Ms. Apiradee Prasertrit, Legal Officer Level 4, Ms. Saengrawee Sawadibute, Legal Officer Level 3</p> <p><b>TIA:</b> Mrs. Areeya Rongwanit, Staff, Mrs. Pinya Sirasuparekchai, staff (Project Staffs)</p> <p><b>TIA:</b> Mr. Chit Nilpanich, Researcher, Dr. Pathan Suwannamala, Researcher</p> <p><b>DLA:</b> Mr. Saharat Wongsukulwiwut, Chief of Foreign Affairs Sub-division, Mr. Sasin Patthanaphirom, Plan and Policy Analyst Level 7</p> <p><b>JICA:</b> Dr. Kengo Akizuki, JICA expert, Ms. Kazuyo OZAKI, JICA Expert, Ms. Nuchanat Dhubkleo, project staff, Mr. Apiwat Apaiwong, researcher assistant. Ms. Varaporn Pirunsawan, Interpreter</p>



#### 4<sup>th</sup> Seminar on September 16<sup>th</sup>, 2004

Seminar/ Workshop	Name of Participants
<p>Final Debriefing Seminar at The Twin Tower Hotel, <b>Bangkok</b></p>	<p><b>(Participants): 80 persons</b></p> <p><b>DLA:</b> Mr. Boonsuap Chamchoi, Director of Local System and Structure Development Bureau, Mr. Rungsun Aiumbootlop, Director of Local Regulations and Laws Division, Mrs. Ratreer Ratanachai, Director Municipality Standard Division, Mr. Parithat Wanasit, Governing Officer Level 4, Mr. Parithat Wanasit, Governing Officer Level 4, Mr. Nuthapol Chumphuthorn, Plan and Policy Analyst Level 4, Ms. Nithung Ritikrai, Governing Officer Level 3, Ms. Sudthida Suwana, Governing Officer Level 3</p> <p><b>JICA :</b> Mr. Sato Mikiharu, Director of JICA Thailand Officer, Mr. Yoichiro Kimata, Assistant Director of JICA Thailand Officer,</p> <p><b>JICA Evaluation Study Team:</b> Mr. Norio Ishijima, Mr. Precha Chuntakorn, Ms. Nounnam Navabooniyom</p> <p><b>TIA :</b> Ms. Areeya Vongvanit, TIA Staff, Mrs. Pinya Sirasubparuak, TIA Staff, Ms. Samorn Moyadee, TIA Staff, Ms. Napaporn Chaisawud, TIA Staff,</p> <p><b>Office of Decentralization to Local Government Organization Committee:</b> Mr. Phairote Promsas , Ms. Apiradee Ghamaium, Legal Officer Level 4, Ms. Sanglavee Sawudibute, Legal Officer Level 3</p> <p><b>Office of the Civil Service Commission:</b> Mrs. Chuthamas Buranaphunsri, Personnel Analyst Level 8, Mr. Somwong Phunwichian, Personnel Analyst Level 7, Ms. Chutima Thesasiri, Personnel Analyst Level 7</p> <p><b>Local Authorities:</b></p> <p>Dr.Phaithoon Boonyawath, Nakornnayok Municipality, Mrs. Bungon Vilavan, Prachinburi PAO, Mr. Theerasak Panitvit, Banmo TAO, Petchaburi, Mr. Somsak Purisrisak, Deputy Governor Angthong, Mr. Chumnong Piyarattanwong, Songkhla Municipality, Mr. Pinij Siriyuth, Nakornluang TAO, Ayuthaya, Mr. Charan Sumransuk, Chief Administrator of Sumuthaparakarn PAO, Mr. Chetsada Rattanachorana, Director of City Plan and Building Control Division, Mr. Oran Tungtrarakul, Chief Administrator of Sriracha Municipality, Mr. Chirat Puangthong, Chief Administrator Assistant of Bangbuathong Municipality, Mr. Aupathum Kasetvathin, Chief of Budget and Planning Division, Nonthaburi Municipality, Mr. Prasert Wudphud, Mayor of Bangyai Municipality, Mr. Sumrit Duangson, Mayor of Sainoi Municipality, Mr. Thanawut Lertpun, Plan and Policy Analyst of Bangyai Municipality, Mr. Theerapan Chudpon, Chief of Public Health Division, Bangyai Municipality, Ms. Suwanna Losomboon, Mayor of Bangkrang, Mr. Pattana Semapoon, Chief Administrator of Bangkrang TAO, Mr.</p>

	<p>Chindapus Nuanmanee, Chief Administrator of Bangsrithon TAO, Mr. Manus Modthes, Chief Administrator of Bangkan TAO, Mrs. Yolavee Sukyat, Chief of Administrative Officer of Saonthonghin TAO, Mr. Boonmee Chuansomsak, Chief Administrator of Laharn TAO, Mr. Nopadol Kaewsutus, Mayor of Aomkret TAO, Mr. Chit Rongthongkum, Mayor of Bangtranai TAO, Ms. Sawittree Sripho, Chief Administrator of Bangtranai TAO, Mr. Sunan Sirikul, Chief Administrator of Bangbuathong, Mr. Sunthon Nokkaew, Mayor of Bangplup TAO, Mr. Somnuak Rudeeaneksin, Bangmaenang TAO, Ms. Prapasri Mongkolsin, Bangmuang TAO, Ms. Rekha Pitiprawit, Vice Chairman of TAO Council, Ms. Pattra Machang, Bangkanun TAO, Ms. Charuwan Pumsakuan, Chief Administrator of Bangkanuan TAO, Ms. Darawan Supanan, Chief of Administrator of Klongluang TAO, Mr. Chatkul Chunsuwankul, Chief Administrator, Ms. Paradee Selanon, Chief Administrator of Lumsai, Mr. Prateep Klunkrong, Mayor Assistant of Mueang Municipality, Mr. Ramthana Vichitkarn, Mayor of Bangluang Municipality, Mr. Nukul Kamrat, Chief Administrator of Thunyaburi Municipality, Mr. Sathian Srisuk, Mayor of Klongjed TAO, Mr. Sasakorn Tailumyong, Chief Administrator of Klongjed TAO, Mr. Sumang Rodpol, Vice Mayor of Namai TAO, Mr. Virat Ratanavichitsan, Chief Administrator Assistant of Namai, Mr. Vinai Mali, Mayor of Bangkuwud TAO, Ms. Busarin Yangchareon, Secretary of Klongjed TAO, Ms. Boonkrai Boonkum, Mayor of Kukod TAO, Ms. Sanei Chamchang, Chief Administrator Assistant of Bangpayang TAO,</p> <p><b>Phra Nakhon Si Aythaya:</b> Mr. Satit Chansrithong, Chief Administrator of Bopong TAO, Ms. Pakamas Aunokpun, Chief Administrator of Klongsakae, Mr. Preecha Thongchart, Chief Administrator Arunyik of TAO, Mr. Weerawut Pinkong, Chief Administrator of Banchung, Ms. Bupachart Changsawek, Chief Administrator of Pakchan TAO</p> <p><b>(Project Staffs)</b></p> <p><b>TIA:</b> Mr. Chit Nilpanit, TIA Researcher, Dr. Pathan Suwanamongkol, TIA Researcher, Mr. Somprin Niyomthai, TIA Researcher,</p> <p><b>JICA:</b> Ms. Kazuyo Ozaki, JICA Expert, Ms. Nuchanat Dhakleo, JICA project staff</p> <p><b>DLA:</b> Mr. Sasin Phatthanaphirom, Policy and Plan Analyst Level 7, Mr. Saharat Wongsukulwiwat, Chief of Technical Cooperation Sub-division</p>
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## Annex 8: List of Members on Nagano Study Tour

List of Members on Nagano Study Tour (8 -13 February 2004)

No.	Name	Position	Organization
1	Mr.Pongpayome Vasaputi	Director General	DLA
2	Mr.Cherdpan Na Songkhla	Vice Governor	Songkhla Province
3	Mr.Woragan Yokying	Director	Bureau of Local Administrative Development, DLA
4	Mr.Saharat Wongsakulwiwat	Chief	Technical Cooperation Subdivision, Bureau of Local Administrative Development, DLA
5	Mr.Sasin Phatthanaphirom	Policy and Plan Analyst	Group of Research and Organizational Structure Development, Division of System and Organizational Structure Development, DLA
6	Mr.Chit Nilpanich	Senior Consultant	TIA
7	Mr.Pathan Suvanamongkol	Senior Consultant	TIA
8	Mr.Somprin Niyomthai	Researcher	TIA
9	Ms.Kazuyo Ozaki	Expert	JICA