

National Counter Corruption Commission
Office of National Counter Corruption Commission
Kingdom of Thailand

**Terminal Evaluation Report
on the Project on the Strengthening of
Anti-Corruption Capacity in Thailand**

Final Report

February 2007

JAPAN INTERNATIONAL COOPERATION AGENCY

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07-003



Picture 1: The 3rd In Country Training in Thailand (1)

Picture 2: The 3rd In Country Training in Thailand (2)



Picture 3: The 3rd Joint Coordinating Committee (Discussion)

Picture 4: The 3rd Joint Coordinating Committee (Signing M/M)



Table of Contents

• Table of Contents	
• Abbreviation	
• Summary of Evaluation Results	
1 The Outline of the Terminal Evaluation Study	1-1
1.1 Background and the Purpose of the Study	1-1
1.2 Evaluation Team and the Study Period	1-1
1.2.1 Evaluation Team	1-1
1.2.2 Study Period	1-2
1.3 Outline of the Project	1-2
1.3.1 Background of the Project	1-2
1.3.2 Outline of the Project	1-2
2 Study Methods	2-1
2.1 Stakeholders and Necessary Information/ Data	2-1
2.2 Study Methods	2-1
2.2.1 Literature Review	2-1
2.2.2 Questionnaire Survey	2-1
2.2.3 Interview Survey	2-2
2.3 Restrictions and Limitations in the Study	2-2
3 Study Results	3-1
3.1 Inputs	3-1
3.1.1 Inputs from Japanese Side	3-1
3.1.2 Inputs from Thai Side	3-2
3.1.3 Joint Coordinating Committee	3-3
3.2 Achievement of the Project Plan	3-3
3.2.1 Plan of the Project	3-3
3.2.2 Implementation of the Project	3-4
3.3 Outputs from the Implementation	3-4
3.3.1 Output I: “ONCC officers acquire broader knowledge of the legal framework.”	3-5
3.3.2 Output II: “ONCC officers acquire proper management skills especially in the area of Corruption Suppression, Corruption Prevention and Investigation of Assets and Liabilities.”	3-6
3.3.3 Output III: “ONCC officers acquire knowledge and techniques for effective investigation.”	3-6
3.3.4 Conclusion	3-6
4 Results of Evaluation	4-1
4.1 Results of Evaluation Based on Five Criteria	4-1
4.1.1 Relevance	4-1
4.1.2 Effectiveness	4-2
4.1.3 Efficiency	4-5
4.1.4 Impact	4-6
4.1.5 Sustainability	4-7

4.2	Result of Evaluation	4-9
5	Recommendation and Lesson Learned	5-1
5.1	Recommendation.....	5-1
5.1.1	Promotion on Corruption Control.....	5-1
5.1.2	Involvement of Other Institutions.....	5-1
5.1.3	Introduction of Internal Training Systems in ONCC.....	5-2
5.1.4	Participation in International Network on Anti-Corruption.....	5-2
5.2	Lessons Learned	5-2

- **Annex 1: Minutes of Meeting on Japanese-Thai Joint Evaluation**
- **Annex 2: List of Reference**
- **Annex 3: Evaluation Grid**
- **Annex 4: Questionnaire**
- **Annex 5: List of Recipients for the Questionnaire Survey**
- **Annex 6: Results of the Questionnaire Survey**
- **Annex 7: List of Interviewees and Summary of Interview Results**
- **Annex 8: List of Trainees in Japan and Thailand**
- **Annex 9: Organizational Chart of ONCC**

Abbreviation

ADB	Asian Development Bank
AIT	Asian Institute of Technology
AMLO	Anti-Money Laundering Office
ASEAN	Association of South-East Asian Nations
C/P	Counterpart
DAC	Development Assistance Committee
JARCOM	Japan-ASEAN Regional Cooperation Meeting
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteer
NCCC	National Counter Corruption Commission
OAG	Office of the Auditor General of Thailand
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
ONCC	Office of National Counter Corruption Commission
UNAFEI	United Nation Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders
WB	World Bank

1. 案件の概要		
国名：タイ王国		案件名：
分野：ガバナンス		汚職防止支援プロジェクト
所轄部署：JICA タイ事務所		援助形態：プロジェクト方式技術協力
協力期間	(R/D)： 2004 年 6 月 1 日～2007 年 5 月 31 日	協力金額(評価時点):60,721 千円(R/D)
		先方関係機関：国家汚職防止委員会事務局
		日本側協力機関： 法務省法務総合研究所国際連合研修協力部（アジア極東犯罪防止研修所）
		他の関連協力： 特になし

1－1 協力の背景

汚職は、開発を阻害する深刻な要因であったにもかかわらず、タイにおいては、公的機関として汚職を取り締まり、調査・追及等を行う機関がほとんど機能しておらず、あらゆるレベルにおいて汚職が蔓延していた。

1997 年に民主的なプロセスを経て制定された憲法に基づき、国家独立機関として国家汚職防止委員会（NCCC: National Counter Corruption Commission）及びその実務を担う国家汚職防止委員会事務局（ONCC: Office of National Counter Corruption Commission）が設立され、汚職防止に関する法の整備、公務員の汚職の取締、政治家・政府高官の資産調査及び汚職防止の啓発等を実施してきた。これまで、タクシン前首相の資産虚偽申告事件や政府高官の汚職摘発など、一定の成果は挙げられており、国民からも汚職防止に係わる期待は大きい。しかしながら、組織の設立後間もなかったこともあり上層部は関係他省庁から出向の役職員、実務レベルは新規採用職員が多かった。また、独立機関であるため他省庁との人事交流もなく、組織体系・能力が脆弱であった。更に汚職防止制度を遵守させるための具体的方策や、取締のためのノウハウも十分に有しておらず、同機関の人材育成が急務となっていた。

このような背景のもと、タイ政府から ONCC の人材育成を目的とした技術協力プロジェクト「汚職防止支援」の要請があり、関係機関で協議の結果、平成 16 年度新規案件として採択された。

1-2 協力内容

上記、タイからの要請に基づき、ONCC の汚職捜査、資産捜査、汚職防止における能力及び効率性を向上させることを目的として、法務省法務総合研究所国際連合研修協力部（アジア極東犯罪防止研修所）の協力を得て、日本及びタイ国にて研修を行った。

(1) 上位目標

汚職防止基本法、タイ王国憲法に基づいた NCCC の業務遂行能力が向上する。

(2) プロジェクト目標

「汚職捜査」、「資産捜査」、「汚職防止」における ONCC の能力及び効率性が向上し強化される。

(3) 成果

- 1) ONCC スタッフが法的フレームワークに関する幅広い知識を得る。
- 2) ONCC スタッフが特に「汚職捜査」、「汚職防止」、「資産と債務の捜査」における適切なマネージメント技術を習得する。
- 3) ONCC スタッフが効率的な捜査に関する知識及び技術を習得する。

(4) 投入（評価時点）

日本側（R/D）

長期専門家派遣	0 名	機材供与	0 万円
短期専門家派遣	14 名	ローカルコスト負担	0 万円
研修員受け入れ	55 名		

タイ側（R/D）

カウンターパート配置	プロジェクト管理者、マネージャー、調整員	: 各 1 名
	研修生	: 200 名以上
ローカルコスト負担	現地通貨 21 万 4818 バーツ	
土地・施設提供		

2. 評価調査団の概要

調査者	JICA	小川 正純	JICA タイ事務所次長
		木下 真人	JICA タイ事務所企画調査員
	ONCC	チャイヨット・シトサプ・ラシット	ONCC 政策立案局局长
		タナチョート・パイロー	ONCC 外相部部長
	評価分析	加藤 智弘	国際航業（タイランド）株式会社
調査期間			評価種類
2006 年 12 月 18 日～2007 年 2 月 5 日			終了時評価

3. 評価結果の概要

3-1 実績の確認

研修生が行った評価結果、日本人専門家の評価結果、参加者数等の実績を用い、日本とタイで開催された国別研修の全体成果の評価を行った。その結果、プロジェクトで期待された3つの成果は満足のいくレベルで達成されたと評価できる。

3-2 評価結果の要約

(1) 妥当性

汚職によって前政権が失墜するなどタイ国民の汚職撲滅への期待は高く、タイ王国憲法や法令も整備が進んでいることから ONCC の機能強化を目的とするプロジェクトの妥当性は高い。また、日本政府のアジア地域開発援助方針でもある「良い統治」のコンセプトとも整合しており妥当性の高さが評価される。

(2) 有効性

個々の投入の成果により全体的な ONCC の機能は、研修に参加した職員の能力・効率性が向上したことにより強化された。しかし、講義内容が一部の ONCC 職員の専門・職種内容には反映しづかったことで若干有効性を弱めてしまったと考えられる。また、日本での国別研修では ONCC 職員各自の汚職捜査、資産調査、汚職防止の知識・能力が向上したが、その後開催されたタイでの研修にてその成果を他の職員に波及させる手段を有効な形で講じられなかったことを受け、プロジェクト目標である“「汚職捜査」、「資産捜査」、「汚職防止」における ONCC の能力及び効率性が向上し強化される”はある程度達成したものと考えられる。

(3) 効率性

日本やタイで行われた国別研修で講師となった日本人専門家の知識や能力は非常に高く効率性は高いと研修生の評価結果から結論付けられる。しかし、前述した成果の波及手段が効果的に働かなかったことや、調査結果より判断できる以下の従的な要因により本プロジェクトの効率性は向上の余地があると評価される。

- 研修生の研修内容理解度が通訳の能力に影響を受け易い。(一部の研修生より日本人通訳の能力に懐疑的なコメントが寄せられた。)
- タイ国の汚職防止に係わる専門家の講師招聘数が若干少ない(タイの慣習や風土に沿った内容とコスト削減が期待できる)。

また、合同協議会にて研修成果の評価やその分析が積極的に行われず、一部の効率性向上に寄与できなかったことも上記の評価では考慮している。

(4) インパクト

本プロジェクトの実施により各 ONCC 職員の技術的な能力が向上する等、様々な分野でインパクトが確認できた。特にプロジェクト期間中に活動計画(能力向上計画)が ONCC 職員によ

り策定されたことは、今後、本プロジェクトで発現したインパクトの維持と向上が期待され、最終的な上位目標達成に大きく寄与すると考えられる。

本プロジェクトによる負のインパクト発現は、終了時評価においては確認されなかった。

(5) 自立発展性

調査の結果、今日の汚職防止に関わるタイ国における組織的、技術的、財政的、政策的状況は ONCC の自立発展性に有利な状況であると考えられる。この状況に乗じて ONCC が活動計画（能力向上計画）を実施できれば、ONCC の汚職捜査、資産調査、汚職防止分野における能力は向上し、本プロジェクトで発現した効果の自立発展性も確保できると考えられる。

3-3 効果発現に貢献した要因

- ONCC 全職員の 3 分の 1 以上がプロジェクトに参加できたことは、プロジェクト効果を広く発現させることに貢献した。

3-4 問題点及び問題を引き起こした要因

大きな問題となる要因は確認できなかったが、今後の改善に寄与する観点より以下の点を記す。

- 研修内容が、一部の ONCC 職員の実務上の役割・責任とは異なり、実際に職務に反映させることが困難であった（研修生選抜方法を講義内容に則した形で実施する必要性）。
- ONCC の内部研修システムは、プロジェクト期間中は存在しておらず本来プロジェクトで計画した波及効果を実現できなかった（計画段階からのアプローチの必要性）。

3-5 結論

上記の分析より、本プロジェクトでは個々の活動において、日本人専門家の高い専門性や熱心な取り組み、ONCC 職員の真摯な態度により高い成果を生み出しているが、知識や技術を ONCC 内部で伝達するシステムが効果的に働かなかったこともあり、プロジェクト上位目標の達成には終了時評価時点では至らなかったと考える。

しかし、タイ国内の世論や政治的な状況は、ONCC の能力向上を期待しており、活動計画（能力向上計画）の実施には最適な時勢であると判断できる。今後、本プロジェクトの効果を向上させるだけではなく、上位目標の達成が期待できる活動計画（能力向上計画）と以下の提言の時機を逃さない早急な実施が期待される

3-6 提言

上位目標を達成するために以下の提言を行う。

- (a) 汚職防止啓蒙活動
- (b) 関係機関の更なる巻き込み
- (c) ONCC 内部研修システム設立
- (d) 汚職防止に関する国際ネットワークへの参加

3-7 教訓

- 本プロジェクトのように段階的に投入（活動）を行う場合、各投入の成果を次の活動へ効果的に波及させるシステム（本プロジェクトでは内部研修システムを指す）がプロジェクト計画時より検討される必要がある。
- 本プロジェクトのように長期専門家が配置されないプロジェクトの場合、モニタリングの方法については慎重に検討する必要がある。
- 本プロジェクトを通じて ONCC は、日本の捜査機関と強い関係を築くことが出来た。この関係は、今後両国での汚職捜査（特に資金洗浄など）が海外に広がる場合、汚職摘発の有効な情報を得るためのルート確保を意味し、両国捜査機関にとっては今後十分活用することが期待される。

1. Outline of the Project		
Country : Kingdom of Thailand		Project Title : The Project on the Strengthening of Anti-Corruption Capacity in Thailand
Issue/ Sector : Governance		
Division in Charge : JICA Thailand Office		Cooperation Scheme : Technical Cooperation
Period of Cooperation	(R/D) : 1 st June, 2004 ~ 31 st May, 2007	Total Cost : 60,721 thousand JP yen (R/D)
		Partner Country’s Implementing Organization : National Counter Corruption Commission (NCCC), Office of National Counter Corruption Commission (ONCC)
		Supporting Organization in Japan : Japanese Ministry of Justice, Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI)
		Related Cooperation :
1-1 Background of the Project		
In Thailand, the issue of corruption has been a long-standing problem in the society for years. In order to challenge the issue, National Counter Corruption Commission (hereinafter referred to as “NCCC”) was established in 1999 to inspect the exercise of State Power, to ensure the observation of principle of good governance with transparency and accountability. In order to perform anti-corruption task effectively, NCCC has Office of National Counter Corruption Commission (hereinafter referred to as “ONCC”) to support its activities. Though expectation for the organization was high, it was difficult for ONCC to perform its duties as expected due to insufficient experience and skills in exercising its mandate. It was needed to improve the organizational capacity of ONCC to contribute to the effective control of corruption in Thailand.		

1-2 Cooperation Overview

(1) Overall Goal

Performance of NCCC in accordance with Organic Act on Counter Corruption (1999) and the Constitution of the Kingdom of Thailand (1997) is improved.

(2) Project Purpose

Capacity and efficiency of ONCC in the field of “Suppression, Inspection and Prevention on Corruption” are developed and enhanced.

(3) Project Outputs

- 1) ONCC officers acquire broader knowledge of the legal framework.
- 2) ONCC officers acquire proper management skills especially in the areas of “Corruption Suppression”, “Corruption Prevention” and “Inspection of Assets and Liabilities”.
- 3) ONCC officers acquire knowledge and techniques for effective investigation.

(4) Project Inputs

Japanese side :

Long term expert	0 persons	Equipment supply	0 JP yen
Short term expert	14 persons	Local cost	0 JP yen
No. of trainees received in Japan	55 persons		

Thai side :

Counterparts	Project Director, Project Manager, Project Coordinator: 1 each More than 200 Trainees
Local cost	214,818 Thai Baht
In kind	

2. Evaluation Team and Period

Members	JICA	<u>Mr. Masazumi Ogawa</u>	Deputy Resident Representative, JICA Thailand Office
		<u>Mr. Masato Kinoshita</u>	Project Formulation Advisor, JICA Thailand Office
	ONCC	<u>Mr. Chaiyot Sintuprasit</u>	Director of Bureau of Policy and Planning, ONCC
		<u>Mr. Thanachot Pairoh</u>	Chief of Foreign Affair Section, ONCC
	Evaluator	<u>Mr. Tomohiro Kato</u>	Kokusai Kogyo (Thailand) Co., Ltd.

Period of Evaluation	Type of Evaluation
18 th /December/2006~5 th /February/2007	Terminal Evaluation

3. Results of Evaluation

3-1 Results of Input

The study team concluded that all expected outputs have been realized to a satisfactory level based on the results of the training evaluation done by the trainees themselves. Furthermore, the 219 participants of the trainings (Seven participants attended twice. Thus, 212 is the actual number of participants) cover more than one third of the total ONCC officers (about 500). This could contribute significantly to

expanding the knowledge and techniques widely throughout the ONCC and the achievement of outputs.

In addition to these assessments, the Japanese experts also evaluated the performance of the trainees of trainings in both Japan and Thailand highly in JCC.

3-2 Summary of Evaluation based on Five Criteria

(1) Relevance

The project aims to build the capacity of ONCC to perform their three main functions, which the Thai nation and ONCC officers also desire to strengthen. Furthermore, the field of cooperation is in line with both Thai national policy, referred to in the Constitution and the Organic Act, and Japanese ODA policy. In this context, the project is considered relevant.

(2) Effectiveness

Based on the facts and analysis during the study, the following facts were identified during the study.

1. General concept of suppression, inspection and prevention of corruption widely expanded among ONCC officers (Result of Output)
2. Detailed knowledge and techniques on suppression, inspection and prevention of corruption applicable to actual cases are utilized by ONCC officers with some difficulties.
3. An internal system of knowledge and technique expansion or sharing among ONCC worked less than expected.

These facts are assessed as the result of the following factors, attributing /hindering to the achievement of the project purpose.

- Provision of a wide opportunity for ONCC officers to participate in the trainings (Concept of the project plan)
- Gaps between the training programs and responsibilities and roles of participants (Concept of participant selection)
- Lack of an internal system of capacity building in ONCC (Concept of the project plan)

Consequently, the project has surely contributed to the improvement of ONCC's capacity, which is supported by the result of the evaluation on outputs. It, therefore, could be concluded that the outputs of the project could have achieved the project purpose relatively with a satisfactory level although some issues potentially hindered the achievement.

(3) Efficiency

The performance and qualification of Japanese experts are highly evaluated in the result of the questionnaire survey. However, the slightly negative influence from the result of the technical transfer from ex-trainees to trainees and minor factors reluctantly limited the efficiency of the project.

Regarding to the result of the literature review on the reports of the JCC, the discussion on the improvement of the efficiency of the project did not perceive the issues identified during the study. This could contribute to the result of evaluation on the efficiency.

(4) Impact

According to the result of the study above, the project generated certain impacts in various aspects but insufficient to achieve the overall goal of the project.

In case that the Action Plan/ Capacity Building Plan is securely implemented in the future as soon as the ONCC planned, the project impacts will be strengthened and potentially support the realization of the project overall goal.

There is no particular negative impact derived from the project at the time of the terminal evaluation study.

(5) Sustainability

Assessing most of aspects identified in the study, the environment on Anti-corruption is quite supportive to the ONCC. Therefore, the ONCC would be quite capable of improving itself as the institution for fighting against corruption.

The knowledge and techniques transferred from the project have been utilized practically by ONCC officers in their works, either partially or sufficiently. Therefore, the project impact generated will be sustained to a certain extent. In this regard, the implementation of the Action Plan/ Capacity Building Plan could be expected to enhance both personal and institutional capacity, which promises the sustainability of the impact realized during the project.

3-3 Factors Contributing to Outputs

- Provision of a wide opportunity for ONCC officers to participate in the trainings (Concept of the project plan)

3-4 Issues and Problems

There was no particular issue or problem hindering significantly the achievement of the project. The following issues, however, are noted in order to improve the approach of the future activities of the project.

- The practice and application of knowledge and techniques from the project have not yet been realized because of the differences in the situation of the corruption cases which they actually dealt with in Thailand
- An internal system of knowledge and technique expansion or sharing among ONCC worked less than expected.

3-5 Conclusion

It is confirmed that the individual outputs from each activity of the project have been generated to a satisfactory level. However, the technical transfer among ONCC officers was not achieved as expected in the project plan due to lack of a system or attempt to achieve this. It, however, could be evaluated rather important that more than 200 ONCC participants joined the trainings for their capacity building.

Therefore, the project purpose - “to develop and enhance the capacity and efficiency of the ONCC in the field of the suppression, inspection and prevention of corruption” – was achieved to a certain extent at the time of the terminal evaluation.

Furthermore, most of the aspects surrounding the ONCC are so supportive for anti-corruption that the ONCC could organize their capacity development program rather smoothly. In this context, the implementation of the Action Plan/ Capacity Building Plan will play an important role in the expansion and sustainability of the project impact, which will greatly contribute to the realization of the project’s overall goal in the future.

3-6 Recommendation

In order to achieve the project overall goal with higher level, the following issues are considerably recommended.

- a. Promotion on Corruption Control
- b. Involvement of Other Institutions
- c. Introduction of Internal Training Systems in ONCC
- d. Participation in International Network on Anti-Corruption

3-7 Lesson Learned

- Conducting the series of trainings with the intention of internal technical transfer, the presence and capacity of the internal capacity building system would affect the degree of the achievement of the project purpose. Therefore, the assessment of the existing environment on it is principle in the preparatory study and the project planning stage.
- In the project, self-monitoring and evaluation were carried out for some activities. However, the result of this was not reflected effectively on the implementation of the project. Therefore, the monitoring and evaluation shall require careful consideration in the case of projects such as these where long-terms experts are not stationed.
- ONCC officers have gained not only knowledge and techniques on their corruption control in Thailand through the project, also a portal of the international cooperation network on anti-corruption activities through UNAFEI and the Japanese Ministry of Justice, which was indicated by the opinions collected from the questionnaire and interview surveys. This network enables ONCC to collect the useful information for their investigation, especially for money laundering.

1 The Outline of the Terminal Evaluation Study

1.1 Background and the Purpose of the Study

The terminal evaluation study (hereinafter as “the study”) was conducted by the joint evaluation team consisted of JICA and C/P organization from 18th of December 2006 to 5th of February 2007, which was 6 months prior to the end of the project of May 2007. The study focused on the following issues as the objectives.

1. To confirm the process and outcomes of the project and evaluate its achievement from the viewpoint of five criteria of relevance, effectiveness, efficiency, impact and sustainability.
2. To extract lessons-learned and recommendations to improve future JICA planning and management for similar projects.
3. To enhance the knowledge of ONCC through joint evaluation process.
4. To meet accountability to the tax payers through producing reports in both electric and printed forms.

1.2 Evaluation Team and the Study Period

1.2.1 Evaluation Team

Table 1-1: Member List of Study Team

No.	Name	Department / Organization
1	Mr. Masazumi Ogawa	Deputy Resident Representative, JICA Thailand Office
2	Mr. Masato Kinoshita	Project Formulation Advisor JICA Thailand Office
3	Mr. Chaiyot Sintuprasit	Director of Bureau of Policy and Planning ONCC
4	Mr. Thanachot Pairoh	Chief of Foreign Affair Section ONCC
5	Mr. Tomohiro Kato	Evaluator Kokusai Kogyo (Thailand) Co., Ltd.

1.2.2 Study Period

Table 1-2: Study Period

No.	Period	Activities
1	~18th of December, 2006	Preparation of evaluation grid and questionnaire
2	18th of December ~ 27th December, 2006	First implementation including distribution of questionnaire, interview and field trip
3	5th January, 2007 ~ 14th January, 2007	Second implementation including the interview survey and preparation of the draft final report.
4	26th January, 2007 ~ 5th February, 2007	Third implementation including supplementary survey and reporting of the final report.

1.3 Outline of the Project

1.3.1 Background of the Project

In Thailand, the issue of corruption has been a long-standing problem in the society for years. In order to challenge the issue, National Counter Corruption Commission (hereinafter referred to as “NCCC”) was established in 1999 to inspect the exercise of State Power, to ensure the observation of principle of good governance with transparency and accountability. In order to perform anti-corruption task effectively, NCCC has Office of National Counter Corruption Commission (hereinafter referred to as “ONCC”) to support its activities. Though expectation for the organization is high, it is difficult for ONCC to perform its duties as expected due to insufficient experience and skills in exercising its mandate. It is needed to improve the organizational capacity of ONCC to contribute to the effective control of corruption in Thailand.

1.3.2 Outline of the Project

The outline of the project on the strengthening of anti-corruption capabilities in Thailand (hereinafter referred to as the “anti-corruption project”) is summarized in the tables shown below.

Table 1-3: Outline of Anti-Corruption Project

Country	The Kingdom of Thailand
Project Title	Project on the Strengthening of Anti-Corruption Capabilities in Thailand
Project Overall Goal	Performance of NCCC in accordance with Organic Act on Counter Corruption (1999) and the Constitution of the Kingdom of Thailand (1997) is improved.
Project Objective	Capacity and efficiency of ONCC in the field of “Suppression, Inspection and Prevention on Corruption” are developed and enhanced.

Project Outputs	<ul style="list-style-type: none"> • ONCC officers acquire broader knowledge of the legal framework. • ONCC officers acquire proper management skills especially in the areas of “Corruption Suppression”, “Corruption Prevention” and “Inspection of Assets and Liabilities”. • ONCC officers acquire knowledge and techniques for effective investigation. 		
Issue/ Sector	Governance		
Cooperation Scheme	Technical Cooperation		
JICA Division in Charge	Social Development Group 1 (Former) JICA Thailand Office (Present)		
Implementing Organization in Thailand	National Counter Corruption Commission, Office of National Counter Corruption Commission		
Supporting Organization in Japan	Ministry of Justice, United Nation Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI)		
Period of Cooperation	R/D F/U -	1/June/2004 ~ -	31/May/2007 - -

2 Study Methods

2.1 Stakeholders and Necessary Information/ Data

The stakeholders of the project are identified as in the table below and the information/ data necessary for the review and evaluation of the project performance with the five criteria, which are explained later in the next section 2.2.2.

Table 2-1: Stakeholders and Information/ Data Collected

Stakeholders	Information/ Data Collected
<ul style="list-style-type: none"> - National Counter Corruption Commission (NCCC) - Office of National Counter Corruption Commission (ONCC) 	<ul style="list-style-type: none"> - Existing Documents <ul style="list-style-type: none"> • Japanese expert's reports • Training reports in both Japan and Thailand • Japanese ODA policy • Constitution of Thailand • Organic Act on counter corruption • etc - Questionnaire <ul style="list-style-type: none"> • Rate and comments from trainees on the project - Interview <ul style="list-style-type: none"> • More specified and detailed information/ data

2.2 Study Methods

The purposes of this evaluation study mentioned in the previous chapter were examined mainly by literature review, questionnaire survey, interview survey, and field visit.

2.2.1 Literature Review

The study team initially started its survey with the collection of materials related to the project. The literature review covered not only existing reports and documents prepared in the project, but also other related materials from various information sources. The list of references is attached in Annex 1.

2.2.2 Questionnaire Survey

After confirming those through the collected materials, the study team went on to the works for the preparation of the evaluation grid (Annex 2) and the questionnaire (Annex 3) distributed to fifteen ONCC officers who participated in the trainings in Japan and twenty five in Thailand, as listed in Annex 4. The evaluation grid was formulated focusing especially on the five evaluation criteria described below.

The five evaluation criteria are part of the basic evaluation method set by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and

Development (OECD) to evaluate the project achievements. All of the JICA projects are presently evaluated by this evaluation method. The five criteria as described in Table 2-2 are applied in the evaluation grid and consequently the questionnaire.

The result of the questionnaire survey is summarized and attached in Annex 5.

Table 2-2: Five Evaluation Criteria

Relevance	Relevance of the project plan is reviewed based on the validity of the project purpose and the overall goal in connection with the development policy of the Government of Thailand and the needs of the beneficiaries and also the logicity of the plan.
Effectiveness	Effectiveness is assessed by evaluating to what extent the project has achieved its purpose and clarifying the relationships between purpose and outputs
Efficiency	Efficiency of the project implementation was analyzed with emphasis on the relationship between outputs and inputs in terms of timing, quality and quantity.
Impact	Impact of the project was assessed by measuring either positive or negative influences generated by the project, which were not originally expected in the project plan.
Sustainability	Sustainability of the project was assessed from organizational, technical and financial aspects based on the extent to which the achievements of the project were sustained or expanded after the project was terminated.

2.2.3 Interview Survey

The interviewees were selected principally from both recipients of the questionnaire survey and non-recipients of the questionnaire survey, and were principally trainees that participated in either trainings in Japan or those in Thailand. In order to collect the information fairly, at least one staff was selected from each bureau of the ONCC. The list of names of the interviewees and the result of the interview survey is summarized and attached in Annex 6.

2.3 Restrictions and Limitations in the Study

Since the project was carried out by means of trainings including the dispatch of short-term experts, the project budget was relatively smaller than other similar projects with the procurement of equipment and facilities and the mid-term evaluation was not conducted in this manner.

Furthermore, the nature of the project does not have any apparent indicator for measuring the achievement of the project's overall goal and purpose. Under this circumstance, a PDM was not developed for the project. Therefore, the study team prepared the evaluation grid and questionnaire based on the existing documents such as the reports of preparatory studies, minutes of meetings, etc.

3 Study Results

3.1 Inputs

3.1.1 Inputs from Japanese Side

The inputs from the Japanese side are summarized in the following sections.

a. Dispatch of Short Term Japanese Experts

The Japanese experts shown in the table below were dispatched to Thailand during the respective project periods.

Table 3-1: Summary of Japanese Expert Dispatch

No.	Name of Experts	Assignment Period	
		From	Until
First Period			
1	Mr. Norio Igarashi	22/Nov/2004	25/Nov/2004
2	Mr. Keisuke Senta	18/Nov/2004	27/Nov/2004
3	Mr. Kunihiko Sakai	18/Nov/2004	24/Nov/2004
4	Ms. Tomoko Sekine	18/Nov/2004	27/Nov/2004
5	Mr. Takafumi Satoh	18/Nov/2004	27/Nov/2004
6	Mr. Shinji Iwayama	18/Nov/2004	27/Nov/2004
Second Period			
1	Mr. Norio Igarashi	26/Nov/2005	30/Nov/2005
2	Mr. Keisuke Senta	24/Nov/2005	3/Dec/2005
3	Mr. Masahiro Tauchi	24/Nov/2005	30/Nov/2005
4	Mr. Nobuhiko Furuya	26/Nov/2005	3/Dec/2005
Third Period			
1	Mr. Keisuke Senta	23/Nov/2006	2/Dec/2006
2	Mr. Shintaro Naito	23/Nov/2006	2/Dec/2006
3	Mr. Ichiro Sakata	23/Nov/2006	2/Dec/2006
4	Ms. Kayo Ishihara	23/Nov/2006	2/Dec/2006

b. Procurement of Equipments and Facilities

There was no particular equipment or facility procured during the project period.

c. Counterpart Training in Japan

Three trainings were conducted in Japan during the project period. The trainings are summarized in the table below.

Table 3-2: Summary of Trainings in Japan

No.	Year	Acceptance Period			No. of C/P Participated	Training Period		
		From	Until	Days		From	Until	Days
1	2004	22/June	25/July	35	20	28/June	22/July	26
2	2005	21/June	23/July	33	20	27/June	21/July	25
3	2006	2/April	29/April	28	15	6/April	27/April	22

The list of C/P personnel who participated in the trainings in Japan is attached in Annex 7.

d. Cost of Inputs from Japanese Side

The total cost of inputs described above is summarized as shown below.

Table 3-3: Summary of Cost of Training in Japan

Year*	Amount (JP Yen)
2004-2006	60,721,000

*; Japanese fiscal year starts from April and ends on March in the next year

3.1.2 Inputs from Thai Side

The inputs from the Thai side since the commencement of the project are summarized in the following sections.

a. Allocation of Counterparts Personnel in the project

The following ONCC officials had the following responsibilities during the project period.

Table 3-4: Allocation of Counterparts Personnel

No.	Position in the project	Name	Position in ONCC
1	Project Director	Mr. Charnnarong Pakdewijit	Deputy Secretary-General
2	Project Manager	Mr. Chaivot Sintuprasit	Director of Bureau of Policy and Planning
3	Project Coordinator	Mr. Tanachot Pairoh	Chief of Foreign Affair Section
4	C/P	ONCC Officials	Various

b. Counterpart Training in Thailand

Three trainings were conducted in Thailand during the project period. The trainings are summarized in the table below.

Table 3-5: Summary of Trainings in Thailand

No.	Year	Training Period			No. of C/P Participated
		From	Until	Days	
1	2004	22/Nov	26/Nov	5	60
2	2005	28/Nov	2/Dec	5	60
3	2006	27/Nov	1/Dec	5	54

The list of C/P personnel who participated in the trainings in Thailand is attached in Annex 7. The cost of these series of trainings is summarized as shown below. The difference of the costs between 2006 and other years mainly comes from the reason that the training was conducted in a hotel in Bangkok while trainings in other years were conducted in the ONCC office.

Table 3-6: Summary of Cost of Training in Thailand

No.	Year*	Amount (Thai Baht)
1	2004	33,882
2	2005	38,069
3	2006	142,867

3.1.3 Joint Coordinating Committee

The Joint Coordinating Committee (JCC), in which representatives of the project from both Japan and Thailand could confirm and discuss the progress and way-forward of the project, was organized in the following schedules.

Table 3-7: Summary of JCC

No.	For Year	Date	No. of Participants*	
			Japanese Side	Thai Side
1	2004	25/March/2005	21	8
2	2005	21/Feb/2006	14	7
3	2006	6/Feb/2007	-	-

*: The following participants are fundamental.

Thai side

Deputy Secretary-General
Director of Policy and Planning Bureau
Chief of Foreign Affairs Section
Ex-participants in Training of Thai Personnel in Japan
Representative of Department of Technical Economic Cooperation

Japanese side

Representative of the JICA Thailand Office
JICA HQ Social Development Department
Japanese Short Term Experts

3.2 Achievement of the Project Plan

3.2.1 Plan of the Project

According to the minutes of meeting signed jointly by the deputy secretary-general of the

ONCC and the JICA resident representative, the contents of the project were determined as shown below.

Table 3-8: Plan of the Project

No.	Content	Duration	Frequency	Number of Participants (Max)	Remarks
1	Training in Japan	5 weeks	Once / year	20	-
2	Training in Thailand	7 working days		60	Four Japanese experts should be dispatched every time.
3	Joint Coordinating Committee	If necessary		-	Principle participants are described in Table 3-7

3.2.2 Implementation of the Project

As discussed in section 3.1 Inputs, the various activities were conducted according to plan with some difficulties due to the lack of the arrangement of NCCC members. The order of inputs was respectively from the trainings in Japan, those in Thailand, in which the expansion of knowledge and techniques obtained from the trainings in Japan was targeted, and JCC where the extensive assessment of the achievement was discussed.

Comparing the actual implementation of the activities from the reports of trainings and JCC with the plan, the duration of the trainings in both Japan and Thailand was slightly shortened as planned and the number of trainees in the third training in both Japan and Thailand decreased slightly from twenty to fifteen and from sixty to fifty-four, which the military coup happened on 19th Sep, 2006 extensively influenced, respectively. However, the number of Japanese experts dispatched for the first training in Thailand increased from four to six. These changes are considered to have no significant influence on the principles of the project plan. Moreover, the comments collected from the participants of the various trainings indicate that the process of the implementation was smooth and without any obstacle or disturbance according to the reports of trainings and minutes of JCC.

Therefore, the study team concludes that, in general, the implementation of the project reached a satisfactory level.

3.3 Outputs from the Implementation

As explained in the previous section, there was no apparent indicator to measure the extent of outputs quantitatively from the implementation. Thus, the study team would like to introduce the results of the training evaluation collected from the participants of the trainings in Japan and from the Japanese experts to assess the achievement of outputs.

The training purposes are summarized in the table below, based on the assessment of each program of the trainings. Each purpose targets a certain output. Therefore, the result of the training evaluation on each purpose could correspond with the achievement of the project

outputs.

Table 3-9: Summary of Training Purposes

No.	1 st Training	2 nd Training	3 rd Training
	22/June/2004-25/July/2004	21/June/2005-23/July/2005	2/April/2006-29/April/2006
1	Acquire wide knowledge on legal framework of corruption prevention and suppression (Legal Framework: Output I) .	Acquire general knowledge on corruption countermeasures (Others) .	Acquire wide knowledge on legal system for corruption countermeasures (Legal Framework: Output I) .
2	Acquire proper techniques on corruption prevention, suppression and asset investigation (Effective Investigation: Output III) .	Acquire knowledge on case management for corruption investigation (Management Skill: Output II) .	Acquire proper management skill on corruption prevention in public and private sectors (Management Skill: Output II) .
3	Acquire technical knowledge on corruption investigation and asset inspection (Effective Investigation: Output III) .	Acquire management techniques corruption case and asset investigation (Management Skill: Output II) .	Make program plan for effective and practical corruption prevention, suppression and asset investigation (Effective Investigation: Output III) .
4		Acquire techniques on corruption prevention (Others) .	

Remark: Contents in bracket indicate the categories of trainings based on the assessment of the study team

(Source: Reports of Trainings in Japan)

3.3.1 Output I: “ONCC officers acquire broader knowledge of the legal framework.”

According to the results of the training evaluation concerned with Output I, which were collected from the participants of the first and third trainings in Japan, all of the thirty-four participants rated the degree of achievement more than average (twelve of them rated it fully achieved.).

Table 3-10: Summary of Training Evaluation for Output I (Japan)

	← Fully Achieved			Unachieved→	
	5	4	3	2	1
Before Training	2	10	21		
After Training	12	22			

(Consolidated the results of 2 questions in 1st and 3rd Trainings)

From the facts above, it can be said that the project could have widened and deepened the knowledge of the legal framework among ONCC officers to a certain extent.

3.3.2 Output II: “ONCC officers acquire proper management skills especially in the area of Corruption Suppression, Corruption Prevention and Investigation of Assets and Liabilities.”

As well as the analysis in Output I, the results of second and third training evaluation are taken into consideration in order to identify the degree of achievement for Output II. All participants rated the degree of achievement more than average, specifically five fully achieved, thirty-nine mostly achieved and eleven averages.

Table 3-11: Summary of Training Evaluation for Output II (Japan)

	←Fully Achieved			Unachieved→	
	5	4	3	2	1
Before Training		8	38	9	
After Training	5	39	11		

(Consolidated the results of 3 questions in 2nd and 3rd Trainings)

From the facts above, it can be said that the project could have improved the management skills of ONCC officers in various areas of corruption control.

3.3.3 Output III: “ONCC officers acquire knowledge and techniques for effective investigation.”

From the results of the evaluation conducted in the first and third trainings, all participants rated the achievement of Output III more than average. The majority evaluated that Output III was mostly achieved.

Table 3-12: Summary of Training Evaluation for Output III (Japan)

	←Fully Achieved			Unachieved→	
	5	4	3	2	1
Before Training		11	24	4	1
After Training	8	32	2		

(Consolidated the results of 2 questions in 1st and 3rd Trainings)

From the facts above, it can be said that the knowledge and techniques for effective investigation were acquired by the ONCC officers through the project.

3.3.4 Conclusion

As discussed in the previous sections above, the study team concluded that all expected outputs have been realized to a satisfactory level based on the results of the training evaluation done by the trainees themselves. Furthermore, the 219 participants of the trainings (Seven participants attended twice. Thus, 212 is the actual number of participants) cover more than one third of the total ONCC officers (about 500). This could contribute

significantly to expanding the knowledge and techniques widely throughout the ONCC and the achievement of outputs.

In addition to these assessments, the Japanese experts also evaluated the performance of the trainees of trainings in both Japan and Thailand highly in JCC.

In this context, the outputs of the project have been attained satisfactorily.

4 Results of Evaluation

4.1 Results of Evaluation Based on Five Criteria

The results of the analysis based on five evaluation criteria are described in the following sections.

4.1.1 Relevance

a. Constitution and Act on Counter Corruption in Thai

Anti-corruption has apparently been one of the most important issues attaining public attention and not resolved. In order to secure the reliability and accountability of businesses in the private and public sectors, Part 2 of Chapter 5 in the Constitution of the King of Thailand (1997, hereinafter referred to as “the Constitution”) stipulates the inspection of the exercise of state power under the responsibility of NCCC.

The ONCC as the implementing agency for the control of corruption in Thailand has been empowered by the Constitution, and the Organic Act on counter corruption (1999, hereinafter referred to as “the Organic Act”) provides the ONCC with the following functions:

1. The Declaration and Inspection of Assets and Liabilities
2. Corruption Prevention
3. Corruption Suppression

Since the project aimed to develop and enhance the capacity and efficiency of the ONCC in the field of the suppression, investigation and prevention of corruption, the project purpose was able to cover the improvement of the above ONCC functions.

b. Need among Thai Nation

As well known recently in Thailand, several cases of corruption by politicians leading Thailand have initiated political confusion and eventually triggered the military coup on September 2006. This currently has led to social unrest in Thailand by the act of terrorism that happened in metropolitan Bangkok.

Furthermore, under such particular circumstances, the public awareness concerning the ONCC’s performance on anti-corruption is becoming keener. In response, the strengthening of ONCC’s functions is desired by both the Thai nation and ONCC officers.

c. Japanese ODA Policy on Anti-Corruption

The Japanese government states in its ODA charter that the realization of good governance is one of the key fields of international cooperation in order to assist the sustainable development of a country. Moreover, JICA's assistance for this field is divided into 3 categories: "the creation of democratic systems", "capacity building of administrative functions" and "the creation of legal systems". The project could generally be categorized as the second.

d. Target Groups

The ONCC of NCCC is the main implementing agency of anti-corruption works. Therefore, at this stage of the project, it is reasonable that the ONCC and NCCC were target groups of the project. However, there are some other agencies working on the control of corruption in Thailand as listed below.

1. Office of the Auditor General of Thailand (OAG)
2. Anti-Money Laundering Office (AMLO)
3. Ministry of Justice

e. Conclusion

The project aims to build the capacity of ONCC to perform their three main functions, which the Thai nation and ONCC officers also desire to strengthen. Furthermore, the field of cooperation is in line with both Thai national policy, referred to in the Constitution and the Organic Act, and Japanese ODA policy. In this context, the project is considered relevant.

4.1.2 Effectiveness

a. Result of Questionnaire Survey

As it is shown in the table below, all respondents consider that the set up of the project purpose is appropriate in accordance with the nature of the ONCC.

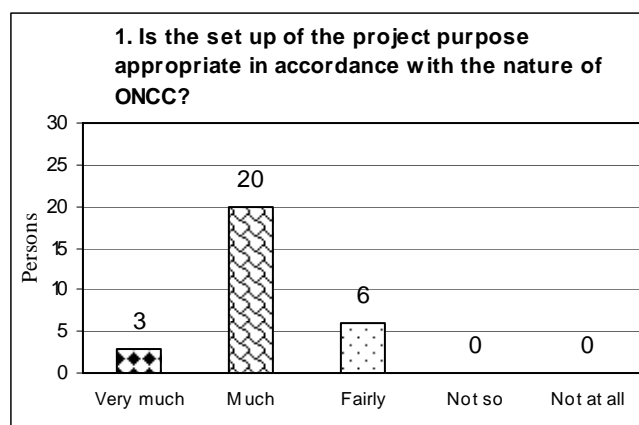


Figure 4-1: Set Up of Project Purpose (Q1 on Effectiveness)

Nine respondents (remarkably eight respondents participated in the trainings in Thailand) out of twenty nine, however, evaluated the degree of the project achievement as low (See Figure 4-2). The reason behind this result could be analyzed based on the comments from those respondents who rated it low. They mainly indicate the following issues:

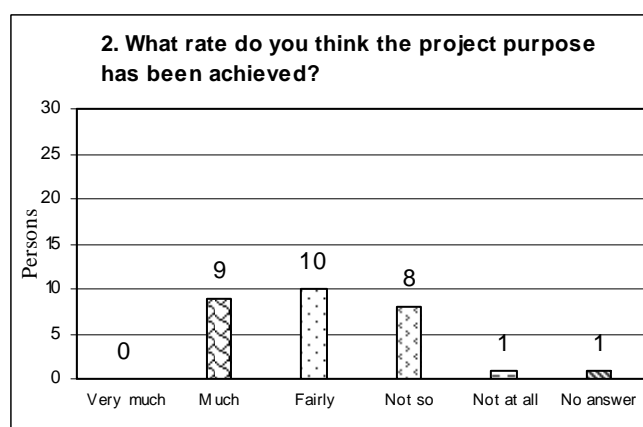


Figure 4-2: Achievement of the Project Purpose (Q2 on Effectiveness)

1. The expansion of knowledge and techniques from the project is limited among the ONCC.
2. The practice and application of knowledge and techniques from the project are not really realized by trainees
3. The training program focuses less on the prevention of corruption rather than suppression and investigation

b. Result of Interview Survey

The result of the interview survey is summarized and attached in Annex 6. Most of the

interviewees mentioned that the training program in both Japan and Thailand was meaningful. However, they simultaneously added that the practice and application of knowledge and techniques from the project have not yet been realized because of the differences in the situation of the corruption cases which they actually dealt with in Thailand.

Furthermore, some described that they had a few opportunities to transfer or forward their attainment from the project to those who did not.

c. Corruption Cases in Thailand

The actual suppression and inspection of corruption cases by the ONCC and NCCC gives a strong impression of the enhancement of their capacity based on the progress of the investigation on Mr. Taksin, the former Prime Minister of Thailand, and his family and other corruption cases among the private and public sectors introduced in news articles.

On the other hand, the situation in which the NCCC as ONCC's decision maker was absent officially from 26th May, 2005 to 22nd Sep, 2006 inhibited ONCC's activities to a certain extent, although it is not because of the project but political influence.

d. Conclusion

Based on the facts and analysis above and the achievement of outputs discussed in the section 3.3, the following facts were identified during the study.

1. General concept of suppression, inspection and prevention of corruption widely expanded among ONCC officers (Result of Output)
2. Detailed knowledge and techniques on suppression, inspection and prevention of corruption applicable to actual cases are utilized by ONCC officers with some difficulties.
3. An internal system of knowledge and technique expansion or sharing among ONCC worked less than expected.

These facts are assessed as the result of the following factors, attributing /hindering to the achievement of the project purpose.

- Provision of a wide opportunity for ONCC officers to participate in the trainings (Concept of the project plan)
- Gaps between the training programs and responsibilities and roles of participants (Concept of participant selection)
- Lack of an internal system of capacity building in ONCC (Concept of the project plan)

Consequently, the project has surely contributed to the improvement of ONCC's capacity, which is supported by the result of the evaluation on outputs. It, therefore, could be concluded that the outputs of the project could have achieved the project purpose relatively with a satisfactory level although some issues potentially hindered the achievement.

4.1.3 Efficiency

a. Timing of Training in Japan and Thailand and JCC

The timing of inputs shown in the table below is clearly projected in order to effectively transfer the knowledge and techniques obtained from the trainings in Japan to participants in the trainings in Thailand. Thus, the trainings in Thailand always followed the trainings in Japan. The JCC was held 3 times during the project period by targeting the monitoring and evaluation of the project effectively. Therefore, it came at the end of the project cycle. As discussed in section 3.2, these inputs were smoothly introduced as planned.

Table 4-1: Timing of Training and JCC

Year	2004			2005			2006		
Month	1-4	5-8	9-12	1-4	5-8	9-12	1-4	5-8	9-12
Trainings in Japan		■			■		■		
Trainings in Thailand			■			■			■
JCC*				☆			☆		

*: JCC for third year is held on Feb 2007

b. Input Analysis

In each training in Japan, about 10 Japanese trainers lectured 20 or 15 participants during the training period of more than 30 days. The contents of the trainings were dense in the tight schedule. According to the evaluation report of trainings in Japan, it seems that participants not only acquired knowledge and techniques, but also were inspired by Japanese culture, punctuality, morality, etc. This is also proven by the result of the questionnaire survey.

Sixty participants joined each training lasting 5 days in Thailand, in which four Japanese experts and ONCC officers that participated in the training in Japan lectured. A few ex-trainees had the opportunity to share the knowledge and techniques with other trainees in line with the concept described in the previous section. Nonetheless, the method of these attempts was not by means of lecture but reporting or presentation, which basically has less intensity. As a result, the original attempt of technical transfer did not succeed.

The results and comments of Q1 and Q2 on efficiency could support this analysis from the following aspects:

1. Twenty five participants out of twenty nine consider that there are alternatives which could potentially achieve the same level of outputs at a lower cost.

2. Fourteen participants out of twenty nine consider that higher achievement would be expected at the same cost.
3. ONCC officers may receive the knowledge and techniques directly from Japanese experts if they are dispatched more often to ONCC.

In addition to this, respondents pointed out the concept of participant selection as the same issue as discussed in 4.1.2d. They concluded that the participation of unqualified ONCC officers has reduced the level of efficiency in the project.

c. Conclusion

The performance and qualification of Japanese experts are highly evaluated in the result of the questionnaire survey (Q6 on Efficiency, Annex 5: Thai). However, the negative influence from the result of the technical transfer from ex-trainees to trainees and minor factors¹ reluctantly limited the efficiency of the project.

In this evaluation, the minor factors are considered as follows:

- Japanese-Thai Interpreter of trainings in Japan: respondents commented that their Thai proficiency was less understandable than ones in Thai.
- Insufficient number of lecture summoned from Thai authority: There are Thai experts in the related areas of corruption control, whose dispatch requires less cost.

Regarding to the result of the literature review on the reports of the JCC, the discussion on the improvement of the efficiency of the project did not perceive the issues identified above. This could contribute to the result of evaluation on the efficiency.

4.1.4 Impact

The impact of the project was identified in the following aspects as a result of the study.

a. Performance of ONCC

Twenty-one respondents of the questionnaire survey evaluated that the performance of the ONCC has been improved by the implementation of the project. However, among these respondents, there is a certain disparity of evaluation among those that participated in trainings in Japan and those in Thailand. The former evaluated highly the improvement of

¹ Minor Factor: Fact identified by one or two ONCC staff during the study and less effect on criteria concluded by the study team

ONCC's performance while the latter did less. Assessing the reason of this disparity based on the respondent's comments shown below, it could be understood that there was the difference in inputs as time and information between trainings in Japan and those in Thailand and this could result eventually in the different result of the evaluation.

- Time of trainings in Thai was shorter than those in Japan
- No transfer of knowledge from trainees in Japan to trainees in Thailand

Furthermore, the former identified clearly the area of improvement while the latter did not, which is analyzed from the summary of comments whose rating was less than average.

Recently, several corruption cases ended with the arrest of politicians and public servants. Nevertheless, it could not be the impact of the project but the change in the political situation according to the analysis of the literature review.

b. Action Plan (Capacity Building Plan)

In the third training in Japan, the draft of the Action Plan/ Capacity Building Plan was formulated by the participants with the support of UNAFEI professors and revised several times by the ONCC after the trainings. At present at the end of the project, it is ready to be submitted to the NCCC. This plan includes various ideas and plans to improve the performance of the ONCC by means of changing related laws and regulations, establishing various manuals used for real cases, training programs, etc. The implementation of this plan is expected to start from early 2007.

c. Conclusion

According to the result of the study above, the project generated certain impacts in various aspects but insufficient to achieve the overall goal of the project.

In case that the Action Plan/ Capacity Building Plan is securely implemented in the future as soon as the ONCC planned, the project impacts will be strengthened and potentially support the realization of the project overall goal.

There is no particular negative impact derived from the project at the time of the terminal evaluation study.

4.1.5 Sustainability

a. Organizational Aspects

Assessing the organizational chart attached in Annex 8, there is no significant change or modification at the time of the terminal evaluation study. Moreover, the personnel change

from the ONCC to other offices rarely happens because of the nature of the ONCC according to the result of the interview survey.

A strong attempt as a content of Action Plan/ Capacity Building Plan to change related acts and regulations was observed during the study. The success of this attempt will enable the ONCC to handle those acts and regulations more flexibly so that they can act more effectively.

b. Technical Aspects

Eighteen respondents out of twenty-six considered that the knowledge and techniques transferred from the project would be sustained according to the result of the questionnaire survey (Q1 on Sustainability, Annex 5). Similarly to the result of the evaluation described in 4.1.4a, there is a clear gap between respondents who participated in the trainings in Japan and those in Thailand.

Assessing the comments collected from the questionnaire survey, a lot of respondents have not only appreciated the quality of knowledge and techniques transferred from the Japanese experts, but have also been inspired as corruption investigators by their sincerity and eagerness. This observation could not be accounted as a factor for sustainability directly. Nonetheless, it will certainly enhance an important foundation of ONCC investigators to realize the project impact in a sustainable manner.

According to Action Plan/ Capacity Building plan, the technical training is projected in order to enhance the ability of ONCC officers. Beside, the workshop will be conducted for the formulation of the curriculum on regular capacity building and handbook on corruption suppression, corruption prevention and asset inspection.

c. Financial Aspects

The financial stability of ONCC operational expenses is rather secured by the empowerment of Section 75² in Chapter 5 of the Constitution.

The prospect of budget allocation for implementation of the Action Plan/ Capacity Building Plan can be considered optimistic due to the statement of Section 302³ of Part 2 in Chapter 5 of the Constitution.

d. Political Aspects

The Government of Thailand has been fighting intensively against corruption in what is known as the “War against Corruption” initiated by the former Prime Minister. Moreover, the present Government was established after the military coup which was triggered by the

² Section 75: The State shall allocate budget for the independent administration of NCCC.

³ Section 302: ONCC has autonomy in personnel administration, budget and other activities as provided by law.

scandal of the former Prime Minister. Therefore, there is naturally the presence of political will for Anti-corruption. However, it is not sure whether the new government to be established after the present Military-Appointed-Government may continue this policy or not.

While the framework of the ONCC's responsibilities and roles is stipulated by the Constitution and the Organic Act, they provide less flexibility for legal activities of the ONCC, which have been reported in various project reports. In response to this situation, the Action Plan/ Capacity Building Plan targets the changing of these regulations inappropriate for their work.

e. Conclusion

Assessing most of aspects discussed above, the environment on Anti-corruption is quite supportive to the ONCC. Therefore, the ONCC would be quite capable of improving itself as the institution for fighting against corruption.

The knowledge and techniques transferred from the project have been utilized practically by ONCC officers in their works, either partially or sufficiently. Therefore, the project impact generated will be sustained to a certain extent. In this regard, the implementation of the Action Plan/ Capacity Building Plan could be expected to enhance both personal and institutional capacity, which promises the sustainability of the impact realized during the project.

4.2 Result of Evaluation

It is confirmed that the individual outputs from each activity of the project have been generated to a satisfactory level. However, the technical transfer among ONCC officers was not achieved as expected in the project plan due to lack of a system or attempt to achieve this. It, however, could be evaluated rather important that more than 200 ONCC participants joined the trainings for their capacity building. Therefore, the project purpose - "to develop and enhance the capacity and efficiency of the ONCC in the field of the suppression, inspection and prevention of corruption" – was achieved to a certain extent at the time of the terminal evaluation.

Furthermore, most of the aspects surrounding the ONCC are so supportive for anti-corruption that the ONCC could organize their capacity development program rather smoothly. In this context, the implementation of the Action Plan/ Capacity Building Plan will play an important role in the expansion and sustainability of the project impact, which will greatly contribute to the realization of the project's overall goal in the future.

Moreover, the implementation of the promotion of international cooperation project in Action Plan/ Capacity Building Plan will potentially expand the project impacts to neighboring countries.

5 Recommendation and Lesson Learned

5.1 Recommendation

Based on the results of the evaluation discussed above, the study team recommends the following..

5.1.1 Promotion on Corruption Control

The NCCC is designated with the following main functions: 1) investigation of corruption, 2) suppression of corruption, and 3) prevention of corruption. The former two functions have been developed and enhanced by the project according to the result of the study. However, the achievement of the prevention of corruption was identified as partially satisfied. Particularly the intensity of the promotion of corruption prevention was weaker than other fields of cooperation.

The promotion of anti-corruption by means of ethical and moral education takes a long time to realize achievement. Regardless, its impact will strongly support the absolute goal of anti-corruption. Consequently, it will be expected to enhance the project impact and achieve the overall goal of the project.

Currently, the Second Bureau of Corruption Prevention in the ONCC is responsible for the promotion of ethical and moral education on anti-corruption (while the First Bureau of Corruption Prevention is responsible for the policy making and action planning). However, their facilities are not sufficient for creating media such as movies, posters, etc.

5.1.2 Involvement of Other Institutions

During the project period, the Japanese experts recognized the importance of the involvement of other governmental institutions related to the control of corruption, according to the reports of the Japanese experts. However, the involvement of other institutions was not accomplished at the time of the study.

Assessing the result of the effectiveness and efficiency of the project and the organizational structure on anti-corruption in Thailand, much involvement of other governmental and private institutions, which deal with anti-corruption, will potentially generate a significant impact and be expected to contribute to the realization of good governance in Thailand.

5.1.3 Introduction of Internal Training Systems in ONCC

Based on the result of the study, the factor hindering the project's effectiveness and efficiency is recognized as the lack of an internal training system in the ONCC. In order to mitigate this situation, the establishment of an internal training system is strongly recommended to the ONCC. The presence of this system will affect not only the effectiveness of capacity building in the ONCC, but also the degree of impact and sustainability of the project eventually.

5.1.4 Participation in International Network on Anti-Corruption

There are international networks on anti-corruption such as World Bank (WB), Asian Development Bank (ADB), Organization for Economic Cooperation and Development (OECD), etc. In fact, the Thai authority has participated in the ABD-OECD Anti-Corruption Initiative for Asia-Pacific since 2005. Officers from the Ministry of Justice participated in several conferences and trainings.

The activities in these networks focus more on policy making rather than on technical aspects of anti-corruption. However, the ONCC is recommended to participate in the activities from the following aspects.

- Capacity building on policy making
- Creation of a relationship with anti-corruption agencies in other countries

5.2 Lessons Learned

a. Expansion of Knowledge and Techniques from the Project

Conducting the series of trainings with the intention of internal technical transfer, the presence and capacity of the internal capacity building system would affect the degree of the achievement of the project purpose. Therefore, the assessment of the existing environment on it is principle in the preparatory study and the project planning stage.

b. Monitoring and Evaluation

In the project, self-monitoring and evaluation were carried out for some activities. However, the result of this was not reflected effectively on the implementation of the project. Therefore, the monitoring and evaluation shall require careful consideration in the case of projects such as these where long-term experts are not stationed.

c. Cooperation Network on Corruption Investigation

ONCC officers have gained not only knowledge and techniques on their corruption control in Thailand through the project, also a portal of the international cooperation network on anti-corruption activities through UNAFEI and the Japanese Ministry of Justice, which was indicated by the opinions collected from the questionnaire and interview surveys. This network enables ONCC to collect the useful information for their investigation, especially for money laundering.

From this perspective, the trainings involving corruption investigators and inspectors of the different countries potentially contribute to the expansion of the international network for the practical corruption investigation.

Annex 1: Minutes of Meeting

on Japanese-Thai Joint Evaluation

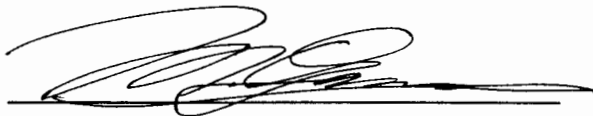
**MINUTES OF MEETING
ON
JAPANESE-THAI JOINT EVALUATION
FOR
THE PROJECT ON THE STRENGTHENING ANTI-CORRUPTION CAPACITY
IN THAILAND**

The Japan International Cooperation Agency, together with the Office of the National Counter Corruption Commission, (hereinafter referred to as “the organizations concerned”) conducted the joint terminal evaluation for the Project on The Strengthening of Anti-Corruption Capacity from 18th of December, 2006 to 5th of February, 2007.

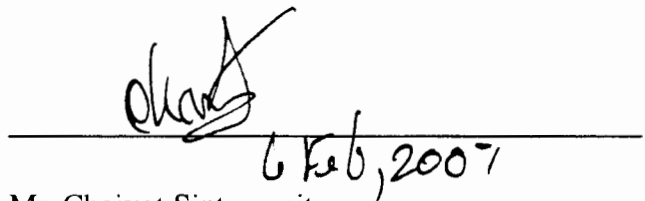
During this period, the organizations concerned had a series of discussions and exchanged views on the project, and jointly evaluated the achievements of the project.

As the result of the discussions, the organizations concerned agreed to record the matters in the documents attached hereto.

Bangkok, February 6, 2007



Mr. Masazumi Ogawa
Leader, Joint Evaluation Team,
Japan International Cooperation Agency
Japan


6 Feb, 2007

Mr. Chaiyot Sintuprasit
Director
Policy and Planning Bureau,
Office of the National
Counter Corruption Commission
Kingdom of Thailand

Annex 2: List of Reference

References

- 1) Reports of Short Term Experts on Anti-Corruption in Thailand, JICA, 2004, 2005, 2006
- 2) Record of Discussions between JICA and ONCC, 2004
- 3) In Country Training Report (Japan), JICA, 2004, 2005, 2006
- 4) Minutes of Meeting, JICA and ONCC, 2005, 2006
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http://www.oecd.org/pages/0,2966,en_34982156_34982385_1_1_1_1_1,00.html
- 10) Governance, JICA,
<http://www.jica.go.jp/english/global/gove/index.html>
- 11) Archive of News Articles, Bangkok Post
<http://archives.mybangkokpost.com/bkkarchives/frontstore/>

Annex 3: Evaluation Grid

Evaluation Grid

(The Project for Strengthening of Anti-Corruption Capacity in Thailand)

Relevance

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
Does the project match the needs of Thailand?	Does the overall project goal coincide with the Thai national policies?	Analyze the current policies, social situation and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	1. National Economic and Social Development Plan (9 th & 10 th)	1. NESDB 2. NCCC 3. ONCC 4. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
	Is the project consistent with the needs of the Thai nation?		2. Organic Act on Counter Corruption 3. Existing documents 4. Comments from C/P		
Is the project consistent with the needs of ONCC?	Is the project purpose consistent with the policy of ONCC?		1. Organic Act on Counter Corruption 2. Existing documents 3. Comments from C/P	1. NCCC 2. ONCC 3. Others	
	Did the contents (activities) of the project support ONCC's performances according to the Organic Acts?				
Is the project consistent with Japanese ODA policy and JICA's country programs?	Is the project consistent with Japanese ODA policy?		1. Japanese ODA policy 2. JICA's Country Programs	1. MoFA of Japan 2. JICA	
Is the project consistent with the development plan of Thailand regarding "good governance"?	Is the project consistent with the development plan of Thailand regarding "good governance"?		1. National Economic and Social Development Plan (9 th & 10 th)	1. NESDB	
Is the selection of C/P organization for the project appropriate?	Is there any other institute/ organization which should correspond to counter corruption in Thailand?		1. Comments from C/P 2. Existing documents	1. ONCC 2. Others	
	Is there any other institute/ organization involved consequently in the project?				

Annex 3: Evaluation Grid

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
Does Japan have an advantage in extending technical cooperation in the related sector or sub-sector?	Have you ever participated in this kind of the project encompassing training, seminars or workshops by other cooperating agencies?	Analyze the current policies, social situation and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	<ol style="list-style-type: none"> 1. Comments from C/P 2. Existing documents 	<ol style="list-style-type: none"> 1. ONCC 2. Others 	<ol style="list-style-type: none"> 1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey

Effectiveness

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
Is the project purpose specific enough?	Is the set up of the project purpose appropriate in accordance with the nature of ONCC?	Analyze the present status of ONCC and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	1. Organic Act on Counter Corruption 2. Existing documents 3. Comments from C/P	1. NCCC 2. ONCC	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
Has the project purpose been achieved?	What rate do you think the project purpose has been achieved?				
	Did the expected outputs contribute to the achievement of the project purpose?				
	Is there any influence of important assumptions on the attainment of the project purpose?				
	Is there any factor hindering/ contributing to the achievement of the project purpose?				

Efficiency

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
Was the cost of inputs justified by the degree of achievement of outputs?	Were there any alternatives that would have achieved the same level of outputs at a lower cost?	Compare with the efficiency of the similar projects in terms of respective focal points and take comments from C/P into account for the final evaluation on efficiency.	1. Existing documents 2. Comments from C/P	1. NCCC 2. ONCC 3. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
	Could a higher level of achievement on outputs be expected at the same cost?				
Was the cost of inputs justified by the degree of achievement of the project purpose?	Were there any alternatives that would have achieved the same level of the project purpose at a lower cost?				
	Could a higher level of achievement on the project purpose be expected at the same cost?				
What are the factors that inhibit or contribute to the efficiency of the project implementation process?	Is the number of dispatched Japanese experts appropriate for the workshops in Thailand?				
	Show your rating on the capacity of dispatched Japanese experts for the workshops in Thailand.				
	Is the length of dispatch of Japanese experts appropriate for the workshops in Thailand?				
	Is the timing of workshops in Thailand, which is one time a year, appropriate?				

Annex 3: Evaluation Grid

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
	Are the quantity and the quality of workshop contents in the workshops in Thailand appropriate?	Compare with the efficiency of the similar projects in terms of respective focal points and take comments from C/P into account for the final evaluation on efficiency.	1. Existing documents 2. Comments from C/P	1. NCCC 2. ONCC 3. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
	Is the number of trainees for the training in Japan appropriate?				
	Show your rating on the capacity of Japanese trainers of the training in Japan.				
	Is the length of the training in Japan appropriate?				
	Are the quantity and the quality of training contents in the training in Japan appropriate?				
	Does the time interval between workshops in Thailand and training in Japan benefit participants for better understanding and realization of transferred knowledge?				
Is there any influence of important assumptions on the process from inputs through output?				1. Existing documents	1. Literature/ Document review

Impact

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
How far has the overall goal been achieved?	How far has the performance of ONCC in accordance with Organic Act on Counter Corruption and the Constitution of Thailand improved by the implementation of the project?	Analyze the present status of ONCC and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	1. Existing documents 2. Comments from C/P	1. NCCC 2. ONCC 3. UNAFEI 4. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
Did the achievement of the overall goal result from the project purpose?	Can personnel and institutional capacity and efficiency enhanced by the project contribute to the improvement of ONCC performance?				
Is there any influence of important assumptions on attainment of the overall goal?			1. Existing documents	1. Others	1. Literature/ Document Review
Are there any unexpected positive or negative influences including ripple effects?	Does the improvement of ONCC performance influence the formation of related policies on counter corruption?		1. Comments from C/P 2. National Economic and Social Development Plan (9 th & 10 th) 3. Organic Act on Counter Corruption	1. NCCC 2. ONCC 3. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
	Is there any social/ cultural influence on a particular society by the achievement of the project?		1. Comments from C/P		

Annex 3: Evaluation Grid

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
	Does the improvement of ONCC performance influence related regulations or legal system arrangement?	Analyze the present status of ONCC and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	1. National Economic and Social Development Plan (9 th & 10 th) 2. Organic Act on Counter Corruption 3. Existing documents 4. Comments from C/P	1. NCCC 2. ONCC 3. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
Are there any specific impacts observed, either positive or negative, due to the differences of social class?	Are there any specific impacts observed, either positive or negative, due to the differences of social class?		1. Existing documents 2. Comments from C/P		

Sustainability

Evaluation Questions		Criteria and Method for Judgment	Required Data	Information Source	Data Collection Methods
Main Questions	Sub-Questions				
Are the expected effects described in both the project purpose and the overall goal going to be sustained after the termination of assistance?	Is the achievement of the project going to be sustained after the termination of the project?	Analyze the present status of ONCC and existing documents on the control and prevention of corruption together with opinions from C/P organization/ personnel.	1. Comments from C/P	1. ONCC	1. Questionnaire Survey 2. Interview Survey
What factors inhibit or contribute to the appearance of those sustainable effects?	Is political interest and support to counter corruption going to be sustained after the termination of the project?		1. Existing documents 2. Comments from C/P	1. ONCC 2. Others	1. Literature/ Document Review 2. Questionnaire Survey 3. Interview Survey
	What type of capacity does ONCC have enough of in order to carry out the activities after the termination of the project? Human resource, Financial stability, or Institutional framework.				
	Are related regulations and legal system arranged/ adjusted suitable for practicing continuously good performance on counter corruption?				

Annex 4: Questionnaire



Japan International Cooperation Agency

*Terminal Evaluation Study on the Project for Strengthening of
Anti-Corruption Capacity in the Kingdom of Thailand*

Questionnaire

Name of correspondent: _____

Division/Section: _____ **Position.:** _____

Position: _____ **Contact Tel No.:** _____

Place of Training/ Workshop which you joined: _____

Period of Training/ Workshop which you joined: _____

This questionnaire is prepared for the Terminal Evaluation Study on the project mentioned above. Your answers would help analyse whether or not the Project has been carried out properly as it was planned and generated a certain achievement.

This questionnaire is prepared for ‘**Relevance**’, **Effectiveness**’, ‘**Efficiency**’, ‘**Impact**’, and ‘**Sustainability**’ questions of the Project.

Besides, if you cannot fulfil your comments and/or suggestions on this paper, please prepare additional papers and write down onto them.

Finally, after fulfilling this questionnaire, please send back to ‘Mr. Tomohiro Kato of the JICA Terminal Evaluation Study Team not later than 03:00PM, 5th, January, 2007 with the following way;

By fax: 02-937-0704

By e-mail: tomohiro_kato@kkc.co.jp

We should be glad if you would share your time for this work. Thank you for your cooperation in advance.

I. Relevance**1. Does the overall project goal coincide with the Thai national policies?**Overall Goal of the Project:*“Performance of NCCC in accordance with Organic Act on Counter Corruption (1999) and the Constitution of the Kingdom of Thailand (1997) is improved?”*
☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please describe what type of performance is particularly improved.

Comment:

.....

.....

2. Is the project consistent with the needs of the Thai nation?
☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please give us the reason of your rate.

Comment:

.....

.....

3. Is the project purpose consistent with the policy of ONCC?Project Purpose:*“Capacity and efficiency of ONCC in the field of “Suppression, Inspection and Prevention on Corruption” are developed and enhanced”.*
☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please provide us the relevance supporting your answer.

Comment:

.....

.....

4. Did the contents (activities) of the project support ONCC’s performances according to the Organic Acts?
☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please describe what type of performance is particularly supported.

Comment:

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.....

5. Is there any other institute/ organization which should correspond to counter corruption in Thailand?

☐ Very much ☐ Much ☐ Just little ☐ No ☐ Not sure

Please list the name of institute/ organization if you rate “Just little”, “Much” or “Very much”.

Comment:

6. Is there any other institute/ organization involved consequently in the project?

☐ Very much ☐ Much ☐ Just little ☐ No ☐ Not sure

Please list name of institute/ organization if you rate “Just little”, “Much” or “Very much”.

Comment:

7. Have you ever participated in this kind of the project encompassing training, seminars or workshops by other cooperating agencies?

☐ Yes ☐ No ☐ Not sure

If yes, please describe respectively name of cooperating agency, period, place, and contents of activity.

Comment:

And, how does this experience support your carrier presently?

Comment:

II. Effectiveness**1. Is the set up of the project purpose appropriate in accordance with the nature of ONCC?***Project Purpose:*

“Capacity and efficiency of ONCC in the field of “Suppression, Inspection and Prevention on Corruption” are developed and enhanced”.

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please provide us the relevance supporting your answer.

Comment:

2. What rate do you think the project purpose has been achieved?Project Purpose:

“Capacity and efficiency of ONCC in the field of “Suppression, Inspection and Prevention on Corruption” are developed and enhanced”.

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please provide us the relevance supporting your answer.

Comment:

3. Did the expected outputs contribute to the achievement of the project purpose?Expected Outputs:

1: *“ONCC officers acquire broader knowledge of the legal framework”.*

2: *“ONCC officers acquire proper management skills especially in the area of “Corruption Suppression”, and “Inspection of Assets and Liabilities”.*

3: *“ONCC officers acquire knowledge and techniques for effective investigation”.*

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please provide us the relevance or idea supporting your answer.

Comment:

4. Is there any influence of important assumptions on the attainment of the project purpose?Important Assumption in PDM:

“Trained staff of ONCC stays in their office”.

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please provide us the relevance supporting your answer.

Comment:

5. Is there any factor hindering/ contributing to the achievement of the project purpose?

☐ Very much ☐ Much ☐ Just little ☐ No ☐ Not sure

Please describe what factor hinders or contributes to the achievement of the project purpose.

Comment:

III. Efficiency

1. Were there any alternatives that would have achieved the same level of outputs at a lower cost?Expected Outputs:

1: "ONCC officers acquire broader knowledge of the legal framework".

2: "ONCC officers acquire proper management skills especially in the area of "Corruption Suppression", and "Inspection of Assets and Liabilities".

3: "ONCC officers acquire knowledge and techniques for effective investigation".

☐ Very much ☐ Much ☐ Just little ☐ No ☐ Not sure

Please describe your idea which could be more the efficiency way of the project.

Comment:

.....

.....

2. Could a higher level of achievement on outputs be expected at the same cost?
☐ Yes ☐ No ☐ Not sure

Please provide us the relevance supporting your answer if you rate "Yes".

Comment:

.....

.....

3. Were there any alternatives that would have achieved the same level of the project purpose at a lower cost?Project Purpose:

"Capacity and efficiency of ONCC in the field of "Suppression, Inspection and Prevention on Corruption" are developed and enhanced".

☐ Very much ☐ Much ☐ Just little ☐ No ☐ Not sure

Please describe your idea which could be more the efficiency way of the project.

Comment:

.....

.....

4. Could a higher level of achievement on the project purpose be expected at the same cost?
☐ Yes ☐ No ☐ Not sure

Please provide us the relevance supporting your answer if you rate "Yes".

Comment:

.....

.....

5. Is the number of dispatched Japanese experts appropriate for the workshops in Thailand?
☐ Very lot ☐ Lot ☐ Fair ☐ Small ☐ Very small

Please describe more about your answer.

Comment:

.....

.....

6. Show your rating on the capacity of dispatched Japanese experts for the workshops in Thailand.

☐ Very high ☐ High ☐ Fair ☐ Low ☐ Very low

Please describe more about your answer.

Comment:

7. Is the length of dispatch of Japanese experts appropriate for the workshops in Thailand?

☐ Very short ☐ Short ☐ Fair ☐ Long ☐ Very long

Please describe more about your answer.

Comment:

8. Is the timing of workshops in Thailand, which is one time a year, appropriate?

☐ Yes ☐ No ☐ Not sure

Please describe more about your answer.

Comment:

9. Are the quantity and the quality of workshop contents in the workshops in Thailand appropriate?

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please describe more about your answer.

Comment:

10. Is the number of trainees for the training in Japan appropriate?

☐ Very lot ☐ Lot ☐ Fair ☐ Small ☐ Very small

Please describe more about your answer.

Comment:

11. Show your rating on the capacity of Japanese trainers of the training in Japan.

☐ Very high ☐ High ☐ Fair ☐ Low ☐ Very low

Please describe more about your answer.

Comment:

12. Is the length of the training in Japan appropriate?

☐ Very short ☐ Short ☐ Fair ☐ Long ☐ Very long

Please describe more about your answer.

Comment:

13. Are the quantity and the quality of training contents in the training in Japan appropriate?

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please describe more about your answer.

Comment:

14. Does the time interval between workshops in Thailand and training in Japan benefit participants for better understanding and realization of transferred knowledge?

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please describe more about your answer if you rate more than "Fair".

Comment:

Q5-Q9 : Questions for recipients participated in trainings in Thailand

Q10-Q14 : Questions for recipients participated in trainings in Japan

IV. Impact**1. How far has the performance of ONCC in accordance with Organic Act on Counter Corruption and the Constitution of Thailand improved by the implementation of the project?**

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please describe the performance, which you think particularly improved.

Comment:

2. Can personnel and institutional capacity and efficiency enhanced by the project contribute to the improvement of ONCC performance?

☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please provide us the relevance supporting your answer.

Comment:

3. Does the improvement of ONCC performance influence the formation of related policies on counter corruption?

☐ Yes ☐ No ☐ Not sure

Please specify the policies formulated under the influence of ONCC performance if you rate "Yes".

Comment:

4. Is there any social/ cultural influence on a particular society by the achievement of the project?

- ☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please provide us the relevance supporting your answer.

Comment:

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.....

5. Does the improvement of ONCC performance influence related regulations or legal system arrangement?

- ☐ Yes ☐ No ☐ Not sure

Please specify the regulations or legal system arrangement done under the influence of ONCC performance if you rate “Yes”.

Comment:

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.....

6. Are there any specific impacts observed, either positive or negative, due to the differences of social class?

- ☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not sure

Please describe more about your observation.

Comment:

.....

.....

V. Sustainability**1. Is the achievement of the project going to be sustained after the termination of the project?**

- ☐ Very much ☐ Much ☐ Fairly ☐ Less ☐ Not at all

Please describe more about your answer.

Comment:

.....

.....

2. Is political interest and support to counter corruption going to be sustained after the termination of the project?

- ☐ Very much ☐ Much ☐ Fairly ☐ Less ☐ Not at all

Please describe more about your answer.

Comment:

.....

.....

3. What type of capacity does ONCC have enough of in order to carry out the activities after the termination of the project? Human resource, Financial stability, or Institutional framework.

- ☐ Human resource ☐ Financial stability ☐ Institutional framework
☐ Human resource & Financial stability ☐ Human resource & Institutional framework
☐ Financial stability & Institutional framework ☐ None

Please describe more about your answer.

Comment:

.....

.....

4. Are related regulations and legal system arranged/ adjusted suitable for practicing continuously good performance on counter corruption?

- ☐ Very much ☐ Much ☐ Fairly ☐ Not so ☐ Not at all

Please describe more about your answer.

Comment:

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.....

Thank you indeed again for your cooperation. If you have other suggestions and/or comments useful for the terminal evaluation on the Project, please feel free to state below. Any comments (especially, comments on how the JICA technical cooperation projects should be operated in the future) should be welcome.

Suggestions and/or Comments:

--- End ---

Annex 5: List of Recipients
for the Questionnaire Survey

Annex 5: List of Recipients for the Questionnaire Survey

List of Recipients for the Questionnaire Survey

No.	Name	Title	Organization	Period	Response
Training in Japan					
1	Ms Nontiya Suthipong	Senior Legal Officer	Corruption Prevention Bureau 1	Japan 2004	O
2	Mr Surin Petchupong	Senior Investigator	Corruption Suppression Bureau 1	Japan 2004	O
3	Mr Prachuab Sawaddiprasong	Senior Investigator	Corruption Suppression Bureau 1	Japan 2004	O
4	Ms Phurisuda Nilvan	Junior Inspector	Asset Inspection Bureau 1	Japan 2004	O
5	Mr Chairat Khanittabutr	Senior Legal Officer	Policy and Planning Bureau	Japan 2005	O
6	Mr Monchai Vasuvat	Senior Legal Officer	Corruption Suppression Bureau 1	Japan 2005 Thailand 2004	O
7	Mr Chai Chinnasod	Senior Legal Officer	Legal Affairs Bureau	Japan 2005 Thailand 2006	O
8	Mr Wichean Augchaprasert	Senior Inspector (Auditor)	Asset Inspection Bureau 1	Japan 2005	X
9	Ms Pol Lt Col Wilasinee Treematurakul	Senior Inspector (Auditor)	Asset Inspection Bureau 5	Japan 2005	X
10	Mr Tinnakorn Khamavichanurat	Senior Investigator	Corruption Suppression Bureau 1	Japan 2006	X
11	Mr Vittaya Arkomputuk	Senior Investigator	Corruption Suppression Bureau 2	Japan 2006	X
12	Mr Wanlop Yutidhamdamrong	Senior Investigator	Corruption Suppression Bureau 2	Japan 2006 Thailand 2005	O
13	Mr Kitti Limpong	Senior Investigator	Corruption Suppression Bureau 2	Japan 2006	X
14	Mr Utit Buasri	Senior Legal Officer	Policy and Planning Bureau	Japan 2006	O
15	Mr Sittipong Phungvongsanurak	Senior Investigator	Report Division	Japan 2006	O
Training in Thailand					
16	Mr Thiti Mekvanich	Senior Legal Officer	Corruption Prevention Bureau 2	Thailand 2004	O
17	Mr Udomsak Dulyapraphan	Senior Investigator	Corruption Suppression Bureau 1	Thailand 2004 Japan 2005	O
18	Mrs Jantira Jitrchuen	Junior Inspector	Asset Inspection Bureau 2	Thailand 2004	O
19	Mr Phuttha Srikhumpha	Senior Inspector	Asset Inspection Bureau 3	Thailand 2004	
20	Mr Adul Wandee	Junior Inspector	Asset Inspection Bureau 4	Thailand 2004	O
21	Ms Sattawasa Parinyaninlakul	Junior Legal Officer	Policy and Planning Bureau	Thailand 2004	X
22	Mr Sombat Poolsa-nguan	Senior Legal Officer	Legal Affairs Bureau	Thailand 2004	O
23	Mr Kritsak Dilokpornhirun	Junior Investigator	Report Division	Thailand 2004	X
24	Chief. Petty. Officer Janpen Dockput	Junior Administrative Officer	Corruption Prevention Bureau 1	Thailand 2005	O
25	Ms Orn-usa Deemak	Corruption Prevention Officer	Corruption Prevention Bureau 2	Thailand 2005	O
26	Mrs Woralak Yothakong	Junior Inspector	Asset Inspection Bureau 1	Thailand 2005	X
27	Mr Nattavut Boonyathin	Junior Inspector	Asset Inspection Bureau 2	Thailand 2005	X
28	Mrs Naowarat Sirisalee	Senior Inspector	Asset Inspection Bureau 5	Thailand 2005	O
29	Mr Phairote Phromlatti	Senior Legal Officer	Policy and Planning Bureau	Thailand 2005	O
30	Pol. Maj. Chadchanop Phadungkan	Senior Investigator	Report Division	Thailand 2005	X
31	Mr Mongkol Srisawang	Junior Legal Officer	NCCC Affairs Division	Thailand 2005	O
32	Mr Pol Saththo	Senior Legal Officer	Corruption Prevention Bureau 1	Thailand 2006	O

Annex 5: List of Recipients for the Questionnaire Survey

No.	Name	Title	Organization	Period	Response
33	Mr Wanchai Vongcim	Senior Legal Officer	Corruption Prevention Bureau 2	Thailand 2006	O
34	Mr Narin Kamolrat	Senior Investigator	Corruption Suppression Bureau 1	Thailand 2006	O
35	Ms Thanlak Pipitlaksanakorn	Senior Inspector	Asset Inspection Bureau 2	Thailand 2006	X
36	Mr Chalernpol Suvapanich	Senior Inspector	Asset Inspection Bureau 3	Thailand 2006	O
37	Mr Nipon Thammasri	Senior Inspector	Asset Inspection Bureau 4	Thailand 2006	O
38	Ms Marlai Sujipinyo	Senior Inspector	Asset Inspection Bureau 5	Thailand 2006	O
39	Mrs Achana Vutthisomboon	Senior Social Development Researcher	Policy and Planning Bureau	Thailand 2006	O
40	Mr Dacha Vidshukornsak	Senior Legal Officer	Legal Affairs Bureau	Thailand 2006	O

Annex 6: Results of the Questionnaire Survey

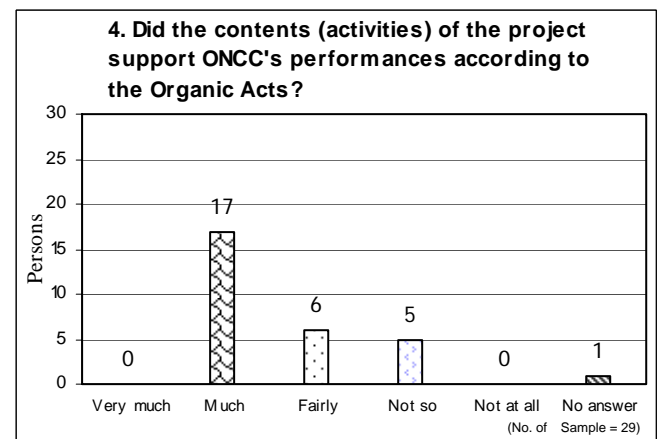
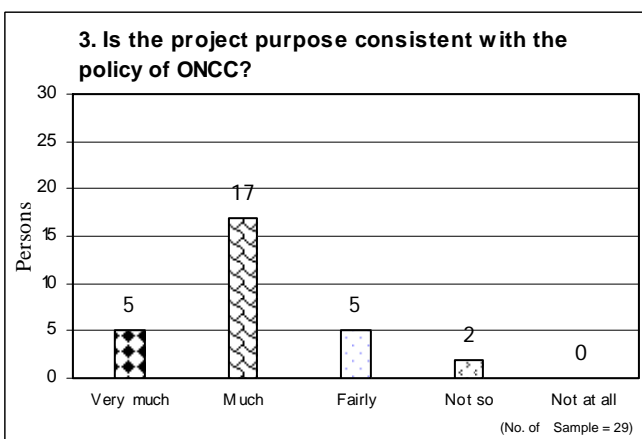
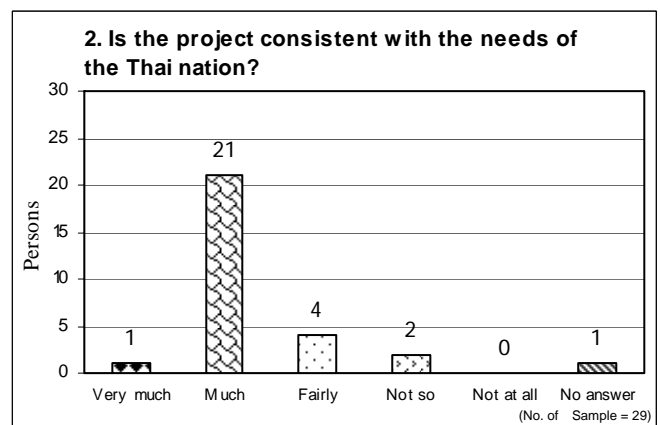
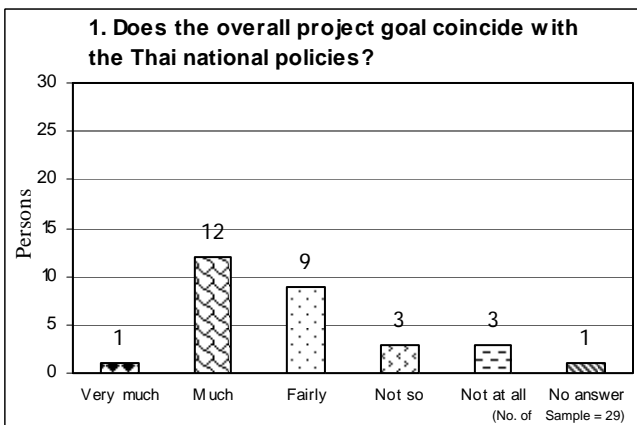


Japan International Cooperation Agency

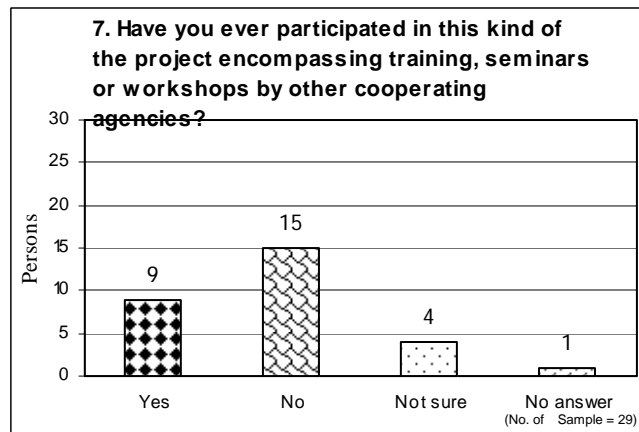
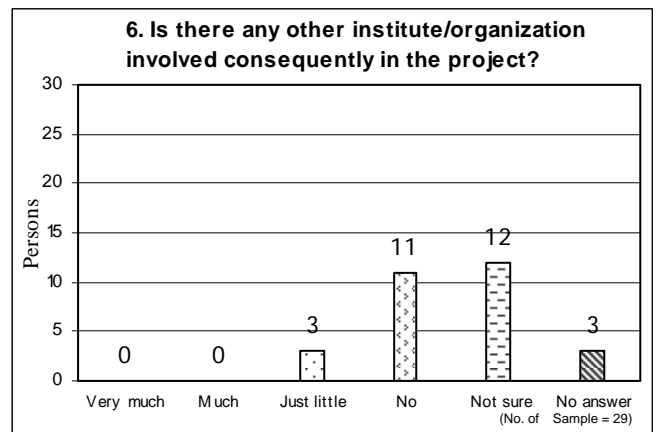
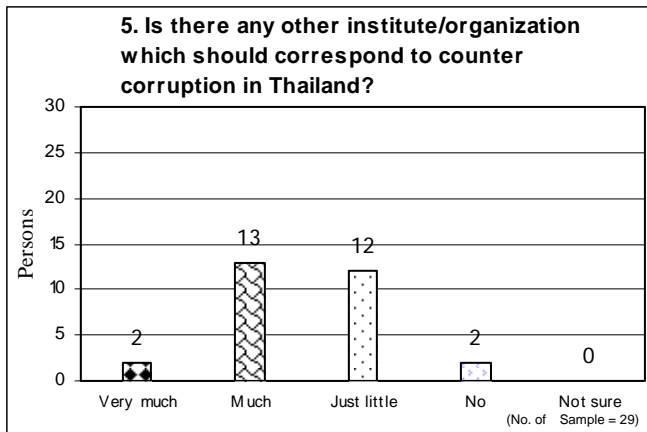
Terminal Evaluation Study on the Project for Strengthening of Anti-Corruption Capacity in the Kingdom of Thailand

Result of Questionnaire Survey

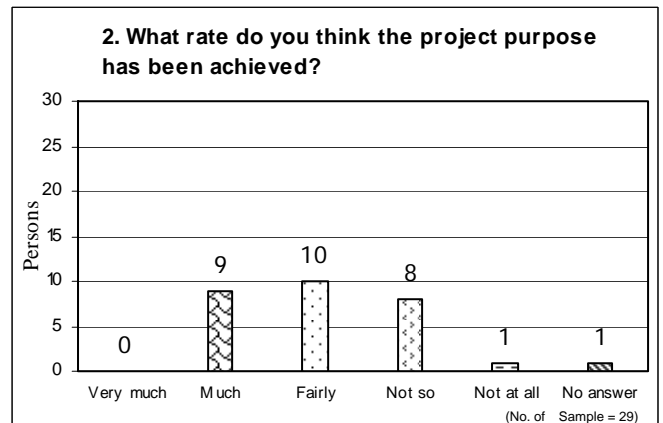
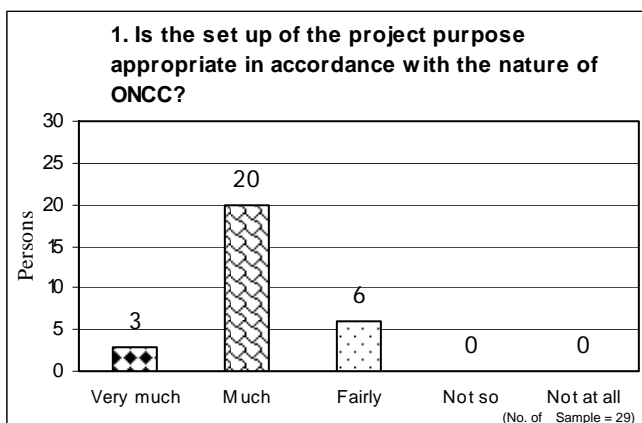
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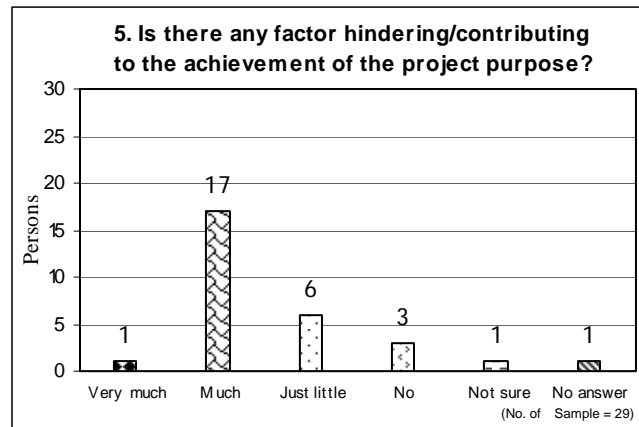
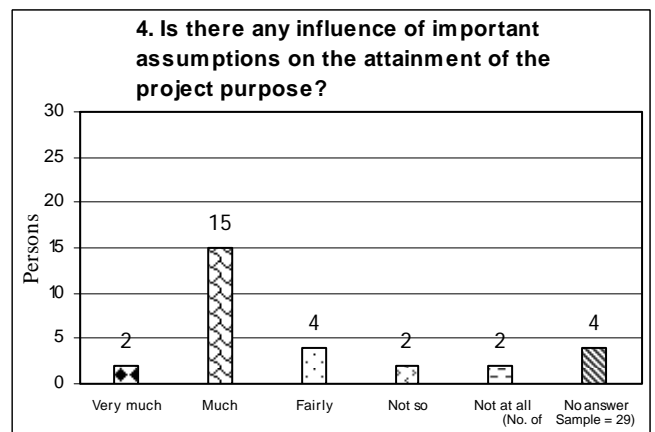
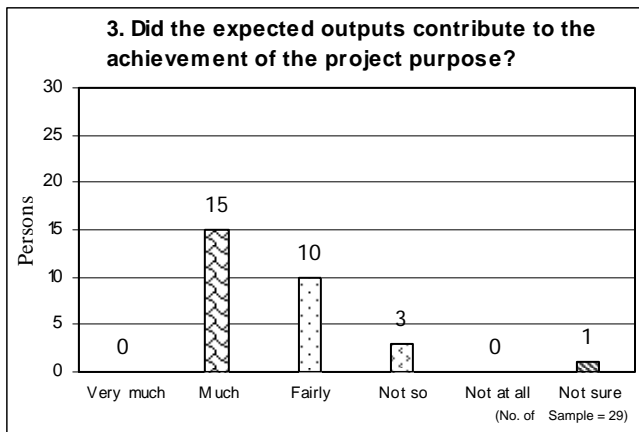
Annex 6: Results of Questionnaire Survey



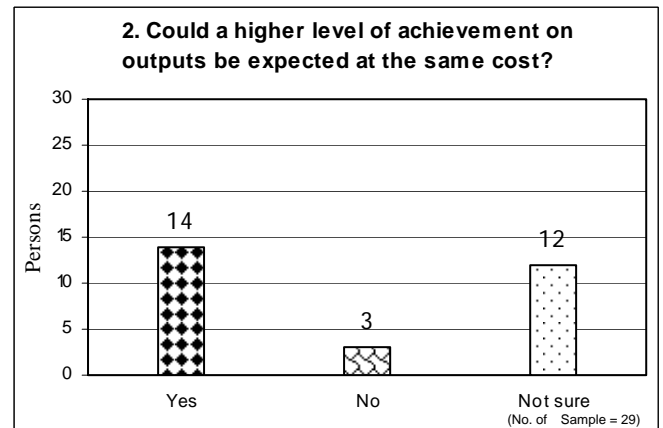
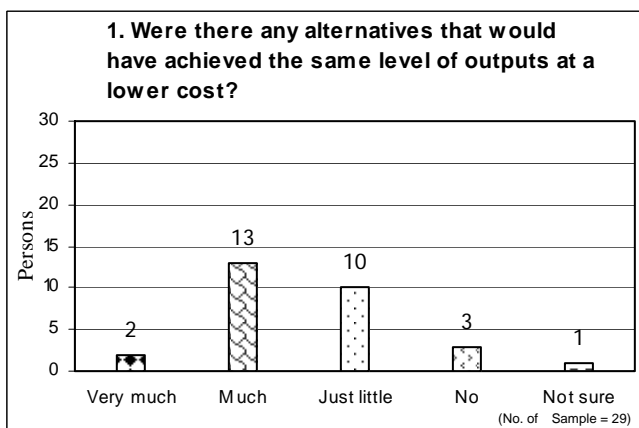
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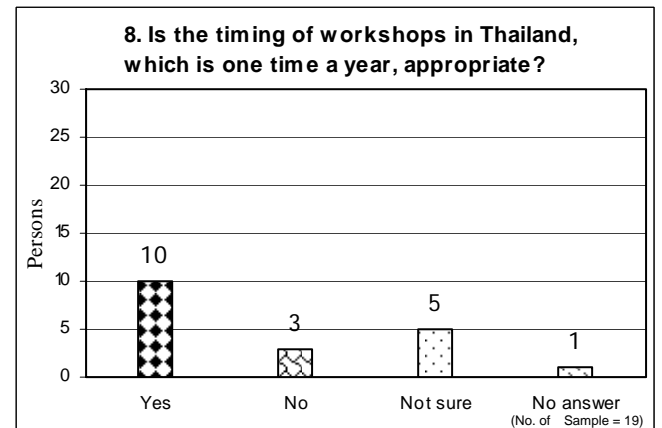
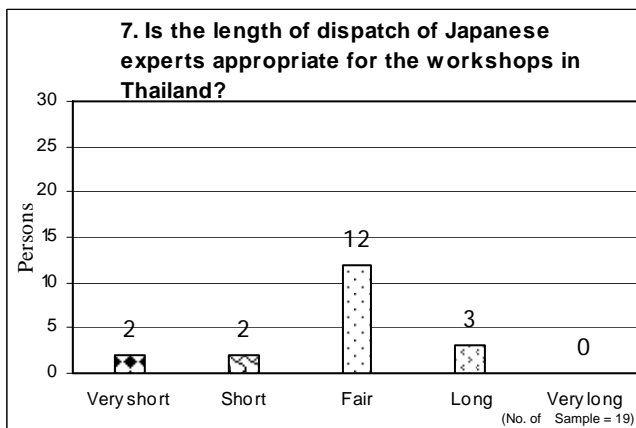
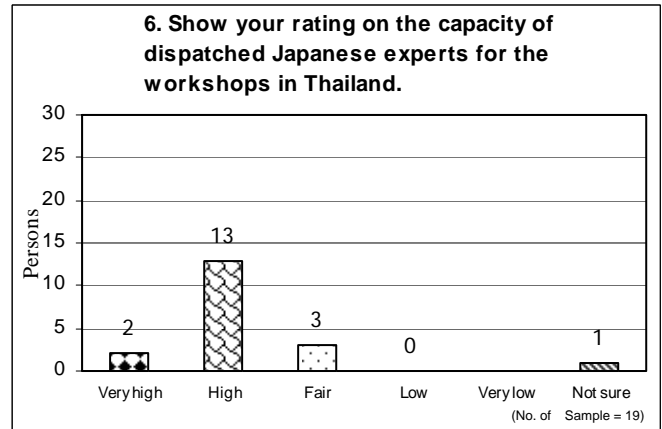
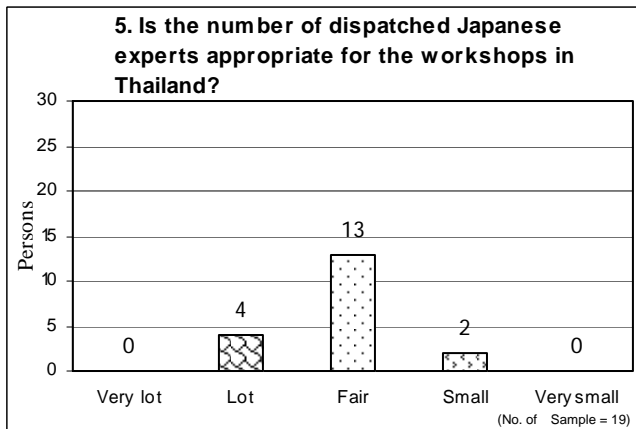
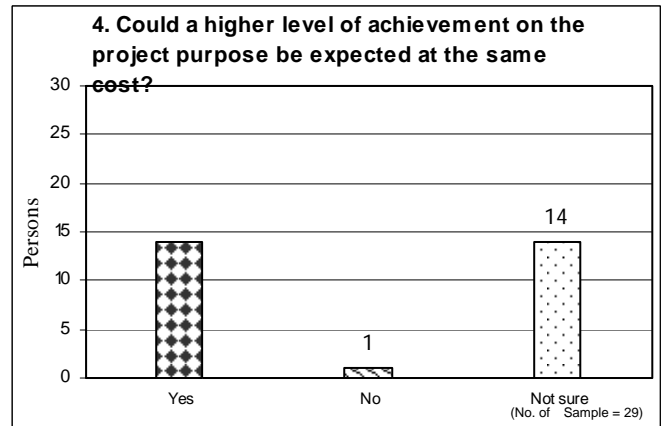
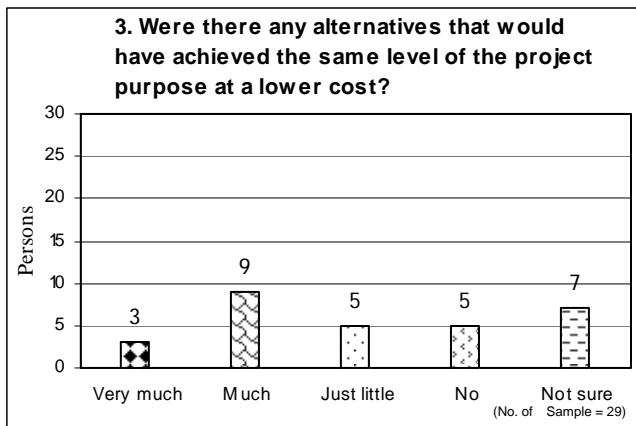
Annex 6: Results of Questionnaire Survey



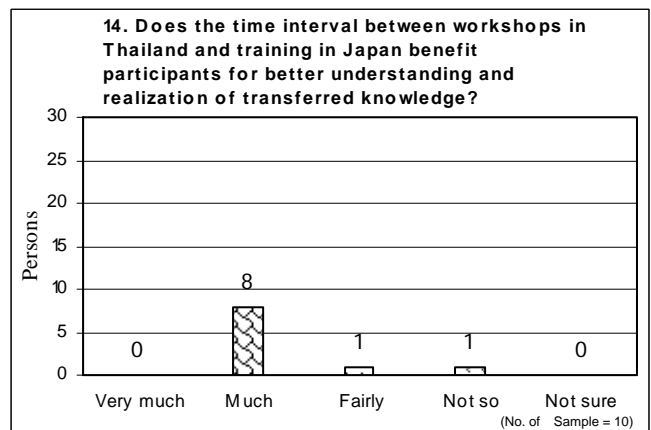
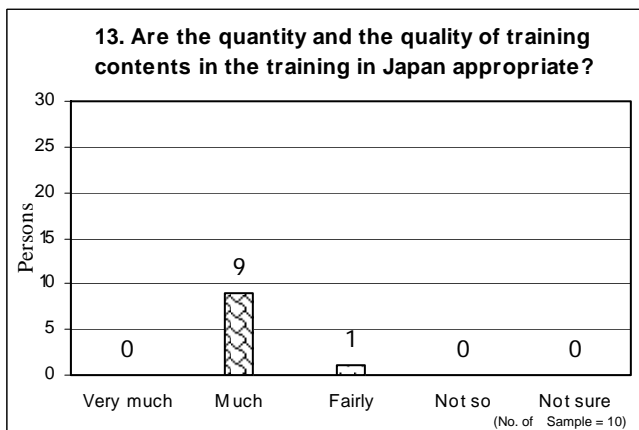
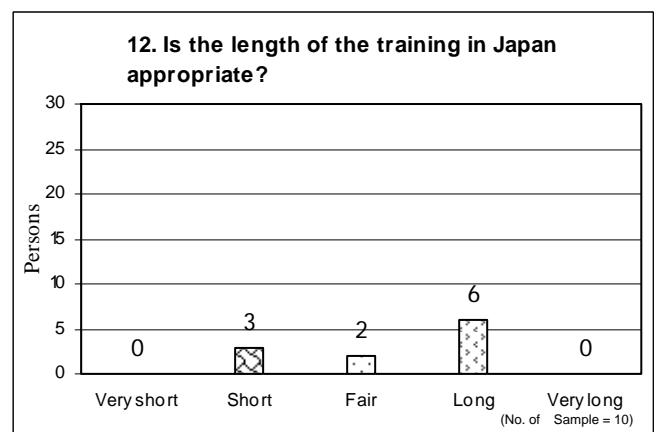
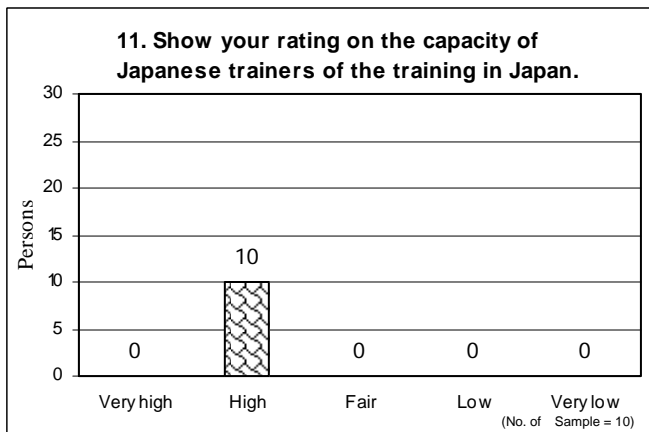
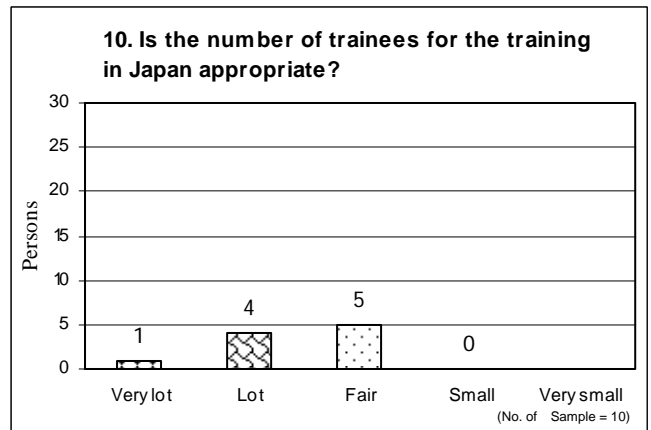
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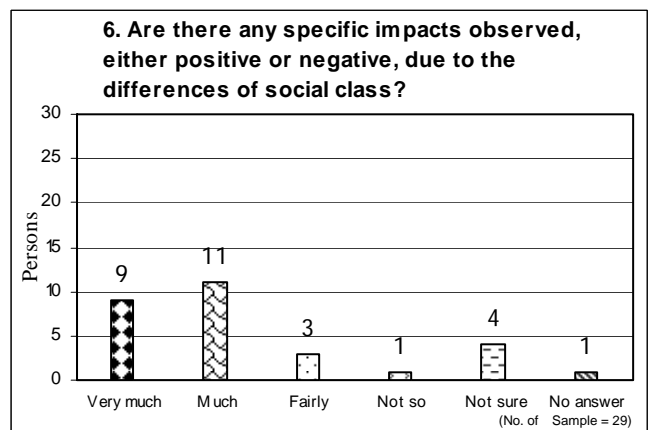
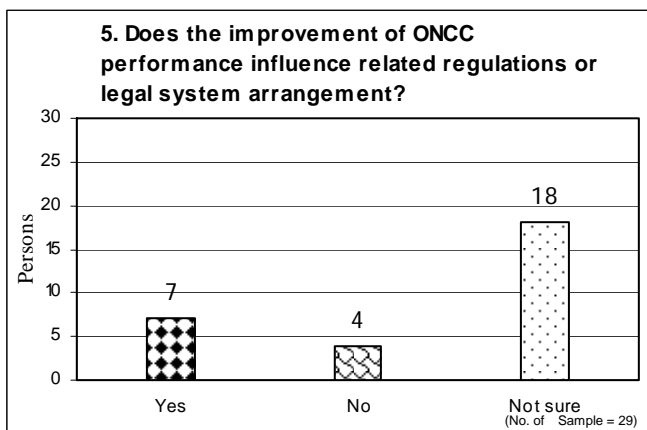
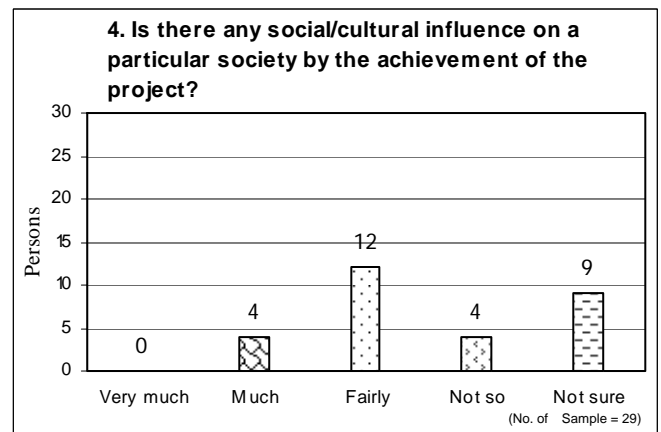
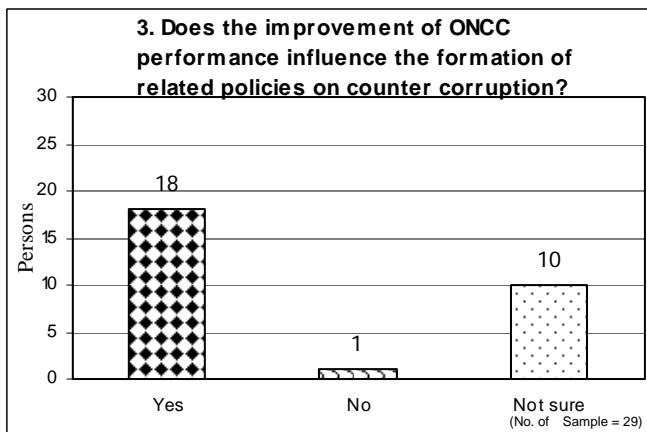
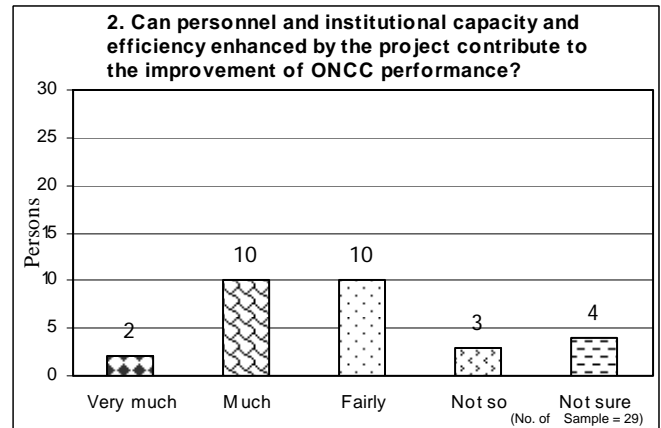
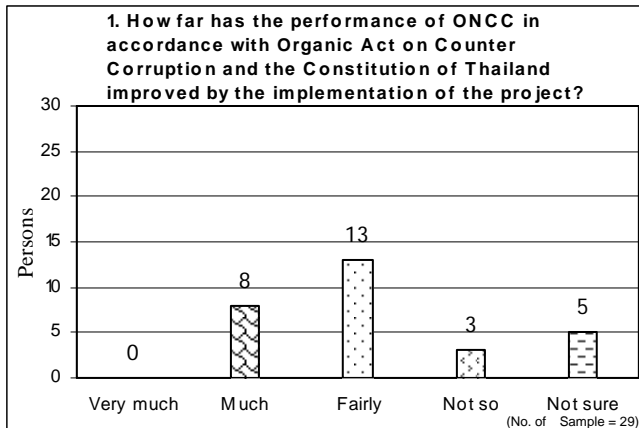
Annex 6: Results of Questionnaire Survey



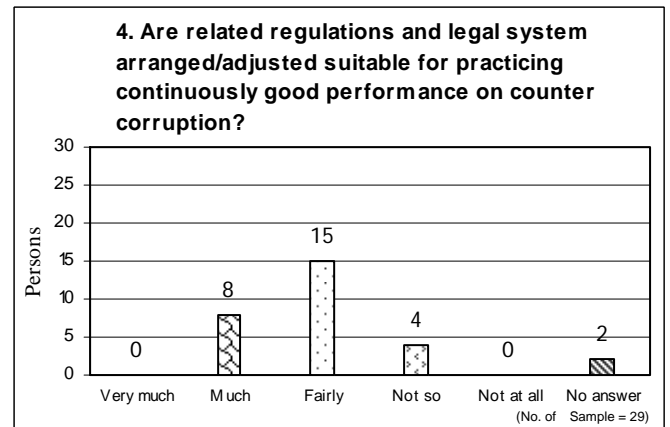
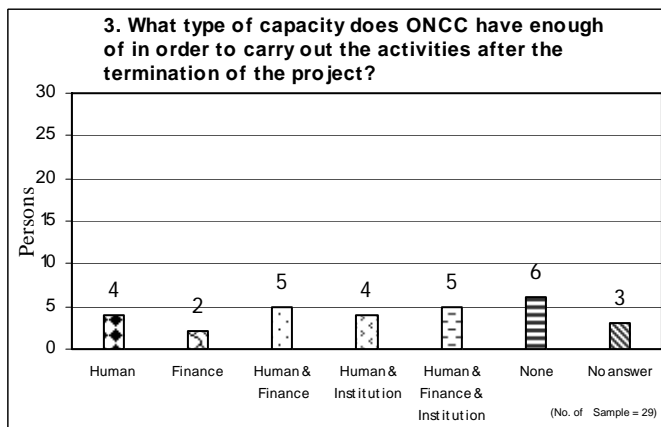
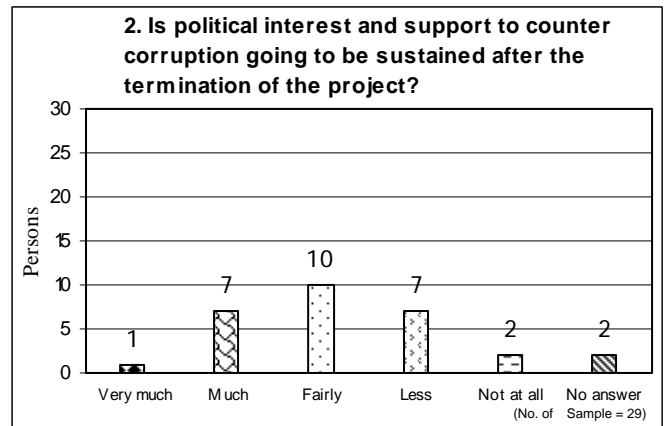
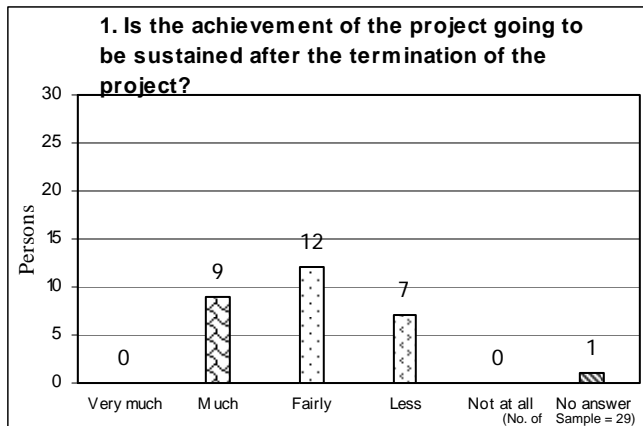
Annex 6: Results of Questionnaire Survey



IV. Impact



V. Sustainability



Annex 7: List of Interviewees
and Summary of Interview Results

Annex 7: List of Interviewees and Summary of Interview Results

List of Interviewees

Thursday 11 January 2007

No.	Name	Position	Office	Period of training
1	Ms. Sunanta Jampa-ngoen	Junior Inspector	Asset Inspection Bureau 2	Thailand in 2004 Japan in 2006
2	Mr. Chirdsak Arunsit	Corruption Prevention Officer	Corruption Prevention Bureau 2	Japan in 2004
3	Mr. Prachuab Katlangka	Senior Investigator	Corruption Suppression Bureau 1	Japan in 2004
4	Mr. Chairat Khanidthabuttra	Senior Legal Officer	Policy and Planning Bureau	Japan in 2005
5	Mr. Suttie Boonmee	Junior Intelligence Officer	Intelligence Unit	Japan in 2004

Friday 12 January 2007

No.	Name	Position	Office	Period of training
6	Mr. Thanachot Pairoh	Head of Foreign Affairs	Policy and Planning Bureau	Japan in 2004 Japan in 2006
7	Mr. Wanlop Yutidhamdamrong	Senior Investigator	Corruption Suppression Bureau 2	Thailand in 2005 Japan in 2006
8	Mr. Pol Sattho	Senior Legal Officer	Corruption Prevention Bureau 1	Thailand in 2006
9	Mr. Chai Chinnasod	Senior Legal Officer	Legal Affairs Bureau	Japan in 2005 Thailand in 2006
10	Mrs. Jantira Jitrchuen	Junior Inspector	Asset Inspection Bureau 2	Thailand in 2004

Summary of Interview Survey

Questions

1. **As you mention in the questionnaire about an influence of important assumption on the attainment of the project purpose is 'On the Job Training', would you please explain more about your idea?**

My idea is whether it is possible for JICA to allocate a budget for dispatching experts to work with the working group of ONCC in some particular cases at the beginning stage as a consultant.

2. **Have the knowledge and techniques transferred by this project not been enough yet?**

In order to use as a general guideline is fine but in terms of practical implementation of case by case, we have to learn more especially for my work - assets inspection.

3. **What type of actions or measures do you think necessary in order to achieve your vision on how to improve ONCC capability?**

From my point of view, 3 steps have to be considered. The first step is human development by training process as we obtained from this project. The second is implementation process that we have been doing. The next step is follow-up process that I mentioned earlier - consultation from Japanese experts or other agencies.

Questions

1. **Please explain your responsibility in the section you belong to.**

My responsibility is to support other sections to conduct deep and secret investigation in the field in order to search for more evidences.

2. **How did JICA project contribute to your unit?**

From my experiences, the structure of investigation body of Japanese and Thai are different in terms of flexibility. The problem is the laws are not allow ONCC to do the same as Japanese do since when it comes to secret investigation without official notification; it might be risky to bread the laws concerned with private rights violation. Anyhow, we gained a lot of knowledge in secret investigation and this is

very useful to improve and develop our skill to investigate the cases in the future. Plus, we do create a network between ONCC and UNAFEI from this project so once we want to exchange some information or knowledge from other international agencies we can do it easier by using UNAFEI connection.

3. If JICA conduct some other projects in ONCC, how is your office involved and is there any request for JICA?

We would like JICA to provide us more lessons about secret investigation.

Questions

1. Please explain your responsibility in the section you belong to.

I work as a senior supervisor of the team. When we have to response in the cases, I have to plan the investigation process, for example how many people we have to interview; how many documents or evidences we have to collect and where to find them. Sometimes I have to go to the field with my team. After that I have to prepare a report in order to submit to the NCCC.

2. What is the particularly goods you gained from the training in terms of the corruption suppression?

We learned about the Japanese legal system compared to Thai. We also learned how Japanese government educates their people. In terms of ethnics and morality, I think Japanese people have much more than Thai.

3. Do you think the things you have got to know in Japan applicable in Thailand?

Yes, in my opinion many things we have learned from Japan can be applied to our system.

4. After you attended the training you may have some ideas how ONCC should be in future. Please describe your vision.

In general, the legal system of Thai and Japanese are different but I think some contexts are applicable to Thai system. An important thing that we have learned from Japan is how to improve our investigation process to be more flexible by reduce administrative or document process. The NCCC considered this is a weak point to hinder investigation process so they have been trying to revise the regulations as be mentioned in the action plan in order to increase the performance of ONCC. Moreover, today many cases have been left unfinished by the time that

NCCC was dissolved. For this reason, the announcement of the Council for Democratic Reform allows ONCC to distribute small cases to other related agencies to conduct investigation in order to reduce workload of ONCC.

Questions

1. Please explain your responsibility in the section you belong to.

Mainly, my work is related to policy and academic field. My section also assist other sections to define the laws to support investigation process.

2. Please describe your vision on the future ONCC prospect.

There are 2 points that we have learned from Japan and I think these should be applied to our system. The first is team work investigation which can improve our investigation process completed quicker and more efficiency. The second is discipline and punctuality of Japanese people.

3. What type of actions or measures do you think necessary in order to achieve your vision on the future ONCC prospect?

We have to revise some investigating regulations which have been doing as a draft version and in the case that we have to deal with big cases, team work investigation cooperation should be considered. Moreover, projects for build up honesty attitude and awareness especially for young generation should be included more in the annual action plan of ONCC.

4. How did JICA project contribute to your vision?

This project inspired ONCC staff to improve themselves.

5. Is there any internal cooperation between Ministry of Justice and ONCC in terms of sharing the opportunities for international training on anti-corruption?

The Ministry of Justice usually provide a few quota for ONCC staff to attend an international seminars/conferences but not so for training programme.

6. As you mention in the questionnaire about the qualification of the trainees so in your idea what type of qualification is necessary for this kind of training?

In my opinion, ONCC staff who work in supporting sections should not attend the training in Japan because the content of training focused mainly on corruption investigation and suppression which not related to their work so a study tour for few days should be enough.

Questions

1. Please explain your responsibility in the section you belong to.

Build up attitudes, values, moral and ethics concerning integrity to the public and seek cooperation from people both in the public and private sector by arranging meetings and seminars include providing necessary medias and publication for education. I am responsible for educational sector.

2. Please describe your vision on the future ONCC prospect.

I wish the ONCC would be a trustful and honest organization from the outsiders.

3. What type of actions or measures do you think necessary in order to achieve your vision on the future ONCC prospect?

From my point of view, training is an example action to achieve my vision. I think continuous campaign is necessary especially for young generation since most output of work have been generated from junior officials. Anyhow, junior officials still need valuable advice from senior level because they have more experiences.

4. How did JICA project contribute to your work?

Because the project mainly focused on investigation and suppression process, but some parts of knowledge can be extracted and applied to my prevention work.

5. Please give us your idea about how JICA can create a suitable programme focused more on corruption prevention for the future cooperation.

Our requests to JICA will be the necessary equipment for medias production particularly radio and television medias because we have to response quickly on counter corruption in order to disseminate the update and correct information and to raise the public awareness.

Questions

1. What kind of collaboration between JICA and ONCC that you expect in the future?

I would like to organize seminars among anti-corruption agencies in this region – Thailand, Vietnam, Cambodia, Laos – in order to create international cooperation with neighbouring countries . In this case, we can invite some international agencies

to get involved.

2. **In the past, the Ministry of Justice used to dispatch their staff to attend the seminars organized by ADB and OECD concerned with anti-corruption issues. Why do not ONCC which is an implementing agency dispatched some staff to attend that kind of seminars?**

Human development is one of our policy. The problem is our staff are not good at English so they do not pay attention much to attend international seminars. In my opinion, the seminars should be organized by 3 agencies – ONCC, Ministry of Justice, UNAFEI – in neighbouring countries. By this way, we can build up regional network. Plus, it is easier to find interpreters.

3. **Due to one of the function of ONCC is to promote anti-corruption activities, but this project didn't focus much on this point. Plus, an interviewee mentioned that if JICA could provide equipment facility, it would be very useful for educational materials production. What do you think about this kind of cooperation in the future?**

I think it is possible because we also have a project with UNDP to produce educational materials in CD. Moreover, I will make an inquiry to other sections about what type of cooperation they want from JICA in the future.

Questions

1. **Please explain your responsibility in the section you belong to.**

Regarding to the power which belong to NCCC by laws, we have been appointed to take responsibility to summon any person to give statements/testimonies for the purpose of a fact inquiry.

2. **Please describe your vision on the future ONCC prospect.**

This project opened my new vision on anti-corruption process. Some knowledge gained from the project can be applied to ONCC work. One example is we have learned about some weak points in our laws compared to Japanese in terms of evidences seizure. In fact, our existing laws allow us to seize the necessary evidences before conducting deep investigation but some regulations must be revised for fully implementation. Consequently, this topic has been included in the action plan already. Moreover, we have already requested some budget to NCCC to conduct the seminars/workshops on this topic by inviting related agencies like Royal Thai Police to share their experiences with ONCC staff.

3. **Do you think it is necessary to dispatch Japanese experts from UNAFEI to support the implementation of the action plan in the future as a follow-up activity?**

It will be very useful for ONCC to be evaluated or suggested from other organization. The problem is that we have no idea about the timing of implementation plan when we can complete the process. In my opinion, it would be more effective if ONCC submit a report to UNAFEI in order to obtain some valuable comments or suggestion.

4. **As you mentioned in the questionnaire that you have ever participated in this kind of the project encompassing training, seminars or workshops by other agencies like the Ministry of Justice; is this kind of training still be taking place?**

Yes, and someone from ONCC are dispatched to attend the training as much as possible. Anyhow, I think it will be more effective if the training are conducted for a long period like JICA project because more concrete documents will be prepared and it is easier to share and transfer to any others person.

5. **Due to the member of NCCC are newly appointed, do you think this make the things change around the ONCC activities.**

Most member of NCCC come from the court. They are very professional in laws and legal system. They motivate ONCC staff to increase their performance by conducting internal workshops for the staff on weekends.

6. **Do you think in the future the power of NCCC might be interfered by political influence as it happened in the past.**

Nowadays, medias and public awareness play an important role to verify the performance of NCCC. From my point of view, I think the NCCC might not be interfered by political influence easily compared to the past.

Questions

1. **How was the training in Japan that you attended in 2006?**

It was excellent.

2. **As you mentioned in the questionnaire that ONCC does not give full attention to investigation process. Would you please explain a little more about your answer?**

Nowadays, ONCC require official request before starting investigation process.

Plus, when we summon someone to give statements we might lose important documents/evidences which might be useful for the case because that suspect person knows that he/she is being investigated. This process has to be changed in order to allow ONCC to conduct investigation before getting official requests. This is one thing we have learned from the project and we agreed that it is the perfect time that some regulations have to be changed to increase the performance of ONCC and make the investigation process more flexible. However, this issue related to legislation process which might be difficult to change in such a short period since the nature of Thai politicians who legislate the laws always take some advantages from the gaps of laws for corruption.

- 3. According to the question no. 2 of Effective part, you mentioned that the project purpose has not been achieved much. Would you please give us more explanation about your answer?**

Since the procedure of investigation process does not much effective because we usually consider from the testimony of suspect and rarely to collect more documents/evidences from other sources for deeper investigation. That is why our achievement is still far behind the project purpose but I suppose this situation is going to be changed in the future when the new action plan is fully implemented.

- 4. What type of actions or measures that ONCC staff should take in order to improve their practical achievement from your point of view?**

The problem is that sometimes there have some contractions in existing laws. Besides, some other agencies might be interfered by political influence so that ONCC might not be able to acquire full cooperation from them in terms of investigation process.

Questions

- 1. How was the training in Japan that you attended in 2005?**

The content of training was good but our problem was language barrier because the interpreters are Japanese so when they translated into Thai, only 60% of content was understandable. Comparing to the last training in Thailand that I attended in 2006, since the interpreters are Thai so they could make us understand more than 90%. From my point of view, this project provided enough training, even though 99% of ONCC staff want to continue the project, but I think ONCC should invite guest speakers to make a presentation for ONCC staff twice a year. By this

way, ONCC will have achieved the same level of outputs at a lower cost.

2. How much you gained benefit from the training you attended in Japan?

Been given such kind of this opportunity make me create new visions about self-development. However, I do not think all knowledge I gained from the training can be applied to my work since the nature and working attitude of Thai and Japanese are different in term of discipline, punctuality, laws enforcement.

3. After you come back from Japan, do you have any opportunities to extend your knowledge to any other persons of ONCC?

Unofficially, I shared the training documents and also shared the ideas and experiences with my colleagues. Officially, a few months after I came back, I had to prepare a paper and make a presentation to the staff who are interested. Besides, some trainees who attended the 3rd training in Japan were invited to make a presentation in order to share their knowledge and experiences gained from Japan in the 3rd training in Thailand.

4. Is there any case in the past that ONCC staff had to work in a group?

Nowadays, everybody has to responsible for many cases so they cannot go deep for all cases and working in group may take more time to finish the case since everyone has their own working style. Anyhow, in some big cases, the working groups have been appointed to conduct investigation together but there are not so many people per group – less than 10. Nevertheless this individual working style is going to be changed in the future when the new regulations is announced to allow ONCC distributing small cases to other concerned agencies.

Questions

1. Please explain your responsibility in the section you belong to.

Declaration and inspection of assets and liabilities of the house of representatives and senators.

2. Please describe your vision on the future ONCC prospect.

From what we have learned from the trip, Japanese people work very hard and more punctual compared to Thai. If we can build and develop these kind of habits to our work, the capability of human resources of ONCC will be improved a lot.

3. What type of actions or measures do you think necessary in order to achieve

your vision on the future ONCC prospect?

From my point of view, training is an example action to achieve my vision. I think continuous campaign is necessary especially for young generation since most output of work have been generated from junior officials. Anyhow, junior officials still need valuable advice from senior level because they have more experiences.

4. How did JICA project contribute to the achievement of your vision on future ONCC?

It depends on individual attitude because not all ONCC staff have an opportunity to be trained. So the staff who attended the training might have more inspiration to improve their capabilities in terms of self-development than those who did not.

5. How did JICA project contribute to the achievement of your profession?

In my opinion, attending only 1-2 times of training cannot build up awareness or self-development to be happened for everyone. However, it was the first step for ONCC staff to develop themselves by learning from other international agency. This kind of project should be continued in order to sustain and expand the knowledge and experiences to other ONCC staff who did not have the same opportunity for international training.

6. Is there any study group within the ONCC to conduct case study together?

It is not the way we have done in our office. Everyone responsible for their own cases and might have discussion together sometimes.

7. Do you want JICA to continue this type of cooperation on the ONCC?

Of course, because this project provided a lot of knowledge and experiences for ONCC staff which some might not have ever had.

Annex 8: List of Trainees in Japan and Thailand

List of Participants

Trainings in Japan

1st Training (28/June-23July/2004)

No.	Name	Title	Organization
1	Ms Nontiya Suthipong	Senior Legal Officer	Corruption Prevention Bureau 1
2	Ms Yaovamal Joyjuree	Corruption Prevention Officer	Corruption Prevention Bureau 2
3	Mr Chirdsak Arunsit	Corruption Prevention Officer	Corruption Prevention Bureau 2
4	Mr Surin Petchupong	Senior Investigator	Corruption Suppression Bureau 1
5	Mr Prachuab Katlangka	Senior Investigator	Corruption Suppression Bureau 1
6	Mr Prateep Jutasorn	Junior Investigator	Corruption Suppression Bureau 1
7	Mr Payup Kotchaplayook	Junior Investigator	Corruption Suppression Bureau 1
8	Mr Pichet Pumpan	Senior Investigator	Corruption Suppression Bureau 2
9	Mr Nuttvd Khomprasert	Junior Investigator	Corruption Suppression Bureau 2
10	Ms Phurisuda Nilvan	Junior Inspector	Asset Inspection Bureau 1
11	Ms Supatra Petchwicht	Senior Inspector	Asset Inspection Bureau 3
12	Ms Suwane Kammadasidit	Senior Inspector	Asset Inspection Bureau 3
13	Ms Saisawan Cheepsatayakorn	Senior Inspector	Asset Inspection Bureau 4
14	Ms Wannee Phumarun	Junior Financial Officer	Financial Division
15	Ms Chintana Phoypatarapinyo	Senior Researcher	Policy and Planning Bureau
*16	Mr Thanachot Pairoh	Head of Foreign Affairs Section	Policy and Planning Bureau
17	Ms Supaporn Chantawangso	Junior Administrative Officer	Policy and Planning Bureau
18	Mr Suttie Boonmee	Junior Intelligence Officer	Intelligence Unit
19	Ms Wanna Khaiprapai	Junior Administrative Officer	Administrative Unit
20	Mr Sompol Kanchanasobhana	Senior Investigator	Report Division

*16 – participated 3rd training in Japan 2006

2nd Training (21/June-23/July/2005)

No.	Name	Title	Organization
1	Mr Chairat Khanittabutr	Senior Legal Officer	Policy and Planning Bureau
2	Mr Thammanoon Ruengdit	Senior Legal Officer	Policy and Planning Bureau
3	Mrs Suphawan Pinyotanmakorn	Senior Prevention Officer	Policy and Planning Bureau
4	Ms Piyanooch Aranyakananda	Junior IT Officer	Policy and Planning Bureau
5	Mr Chaipat Raungtiravongsa	Senior Legal Officer	Corruption Prevention Bureau 1
*6	Mr Udomsak Dulyapraphan	Senior Legal Officer	Corruption Suppression Bureau 1
*7	Mr Monchai Vasuvat	Senior Legal Officer	Corruption Suppression Bureau 1
8	Mr Surapong Vichayakitti	Senior Legal Officer	Corruption Suppression Bureau 2
9	Mr Pee Chatganpi	Senior Legal Officer	Corruption Suppression Bureau 2
10	Ms Songsiri Dechakaisaya	Senior Legal Officer	Legal Affairs Bureau
*11	Mr Chai Chinnasod	Senior Legal Officer	Legal Affairs Bureau
12	Mr Wichean Augchaprasert	Senior Inspector (Auditor)	Asset Inspection Bureau 1
13	Mr Pongaek Vijitgool	Senior Inspector (Auditor)	Asset Inspection Bureau 2
*14	Ms Mookda Kuptaapakul	Senior Inspector (Auditor)	Asset Inspection Bureau 3
15	Ms Vallee Tepasit	Senior Inspector (Auditor)	Asset Inspection Bureau 5
16	Ms Pol Lt Col Wilasinee Treematurakul	Senior Inspector (Auditor)	Asset Inspection Bureau 5

Annex 8: List of Trainees in Japan and Thailand

No.	Name	Title	Organization
17	Ms Sirirak Jumnakros	Senior Financial Officer	Financial Division
18	Mr Jumnian Moolsarn	Junior Personnel Officer	Personnel Division
19	Ms Chongkonnee Kamonwisetkul	Junior Administrative Officer	Secretariate Unit
20	Ms Sirinuch Siristonphan	Junior Legal Officer	Secretariate Unit

- * 6 – participated 1st training in Thailand 2004
- 7 – participated 1st training in Thailand 2004
- 11 – participated 2nd training in Thailand 2006
- 14 – participated 1st training in Thailand 2004

3rd Training (6-28/April/2006)

No.	Name	Title	Organization
1	Mr Pas Passatta	Senior Investigator	Corruption Suppression Bureau 1
2	Mr Tinnakorn Khamavichanurat	Senior Investigator	Corruption Suppression Bureau 1
3	Mr Jakkrit Tunlerd	Junior Investigator	Corruption Suppression Bureau 1
4	Mr Vittaya Arkomputuk	Senior Investigator	Corruption Suppression Bureau 2
*5	Mr Wanlop Yutidhammadamrong	Senior Investigator	Corruption Suppression Bureau 2
6	Mr Kittti Limpong	Senior Investigator	Corruption Suppression Bureau 2
7	Ms Pornphan Yuthrattana	Junior Investigator	Corruption Suppression Bureau 2
8	Mr Vachirachai Rattanachoe	Junior Inspector	Asset Inspection Bureau 1
*9	Ms Sunanta Jampa-ngoen	Junior Inspector	Asset Inspection Bureau 2
10	Mr Utit Buasri	Senior Legal Officer	Policy and Planning Bureau
11	Mr Sittipong Phungvongsanurak	Senior Investigator	Report Division
12	Mr Anant Petchmai	Senior Intelligence Officer	Intelligence Unit
*13	Ms Chantira Patanakornsitanont	Junior Legal Officer	Legal Affairs Bureau
14	Ms Visra Ratanasamai	Senior Administrative Officer	Administrative Section
15	Mr Boonsaeng Cheerapakorn	Senior Personnel Officer	Personnel Division

- * 5 – participated 2nd training in Thailand 2005
- 9 – participated 1st training in Thailand 2004
- 13 – participated 1st training in Thailand 2004

Trainings in Thailand

1st Training (22-26/November/2004)

No.	Name	Title	Organization
1	Mrs Apasri Chutatape	Senior Legal Officer	Corruption Prevention Bureau 1
2	Mr Nitiphut Suwannarat	Corruption Prevention Officer	Corruption Prevention Bureau 1
3	Mr Thiti Mekvanich	Senior Legal Officer	Corruption Prevention Bureau 2
4	Mrs Kwanjai Klinkajai	Corruption Prevention Officer	Corruption Prevention Bureau 2
5	Mrs Supreeya Bunsanit	Corruption Prevention Officer	Corruption Prevention Bureau 2
6	Mrs Naruemoi Phujinda	Senior Investigator	Corruption Suppression Bureau 1
*7	Mr Udomsak Dulyapraphan	Senior Investigator	Corruption Suppression Bureau 1
*8	Mr Monchai Vasuvat	Senior Investigator	Corruption Suppression Bureau 1
9	Mr Supachai Chaiyahong	Senior Investigator	Corruption Suppression Bureau 1
10	Mr Virote Kongwong	Junior Investigator	Corruption Suppression Bureau 1
11	Mr Hierunsret Yeoprayoon	Senior Investigator	Corruption Suppression Bureau 2
12	Mr Pravut Butsri	Senior Investigator	Corruption Suppression Bureau 2
13	Mr Teerachai Sukkasam	Senior Investigator	Corruption Suppression Bureau 2
14	Mr Apinan Sivoj	Junior Investigator	Corruption Suppression Bureau 2
15	Mr Yuthakorn Chomaihong	Junior Inspector	Asset Inspection Bureau 1
16	Ms Kochanon Sukkaew	Junior Inspector	Asset Inspection Bureau 1
17	Mr Sutit Kleesatabut	Junior Inspector	Asset Inspection Bureau 1
18	Ms Thanyaphorn Chansawang	Junior Inspector	Asset Inspection Bureau 1
19	Ms Nittra Pramsub	Junior Inspector	Asset Inspection Bureau 1
20	Ms Jutarat Luanpermsakul	Junior Inspector	Asset Inspection Bureau 1
21	Mrs Boonrat Soponpinich	Senior Inspector	Asset Inspection Bureau 2
22	Mrs Jantira Jitrchuen	Junior Inspector	Asset Inspection Bureau 2
*23	Ms Sunanta Jampa-ngoen	Junior Inspector	Asset Inspection Bureau 2

Annex 8: List of Trainees in Japan and Thailand

No.	Name	Title	Organization
24	Ms Poonsri Pongpetchdit	Junior Inspector	Asset Inspection Bureau 2
25	Mr Kittikun Piyamapron	Junior Inspector	Asset Inspection Bureau 2
26	Mr Phuttha Srikhumphap	Senior Inspector	Asset Inspection Bureau 3
*27	Ms Mookda Kuptaapakul	Senior Inspector	Asset Inspection Bureau 3
28	Mr Warun Maneesri	Junior Inspector	Asset Inspection Bureau 3
29	Ms Witchaya Nopchinvong	Junior Inspector	Asset Inspection Bureau 3
30	Mr Apichat Pounsang	Junior Inspector	Asset Inspection Bureau 3
31	Mr Adul Wandee	Junior Inspector	Asset Inspection Bureau 4
32	Ms Sudjai Khaisan	Junior Inspector	Asset Inspection Bureau 4
33	Ms Anchulee Patkreo	Junior Inspector	Asset Inspection Bureau 4
34	Mr Wasan Srivongchan	Junior Inspector	Asset Inspection Bureau 4
35	Ms Jiraporn Burintaravanich	Junior Inspector	Asset Inspection Bureau 4
36	Mr Somboon Hanlerdrit	Senior Inspector	Asset Inspection Bureau 5
37	Mr Chaiporn Srisangan	Senior Inspector	Asset Inspection Bureau 5
38	Mr Wattanachai Sommee	Junior Inspector	Asset Inspection Bureau 5
39	Ms Daranee Pataramangkorn	Junior Inspector	Asset Inspection Bureau 5
40	Mr Thanawat Utayancosit	Junior Inspector	Asset Inspection Bureau 5
41	Mrs Suphawan Pinyotanmakorn	Senior Legal Officer	Policy and Planning Bureau
42	Mr Kemachati Supanarakul	Senior Legal Officer	Policy and Planning Bureau
43	Ms Somporn Krutsakorn	Senior Legal Officer	Policy and Planning Bureau
44	Ms Chutsarun Torrarith	Junior Legal Officer	Policy and Planning Bureau
45	Ms Sattawasa Parinyaninlakul	Junior Legal Officer	Policy and Planning Bureau
46	Ms Wiranda Phuntuset	Junior Legal Officer	Policy and Planning Bureau
47	Pol. Lt. Col. Wanchai Thongpan	Senior Legal Officer	Legal Affairs Bureau
48	Mr Sanga Treesukol	Senior Legal Officer	Legal Affairs Bureau
49	Mr Sombat Poolsa-nguan	Senior Legal Officer	Legal Affairs Bureau
50	Mr Khomsan Simsa	Junior Legal Officer	Legal Affairs Bureau
*51	Ms Chantira Patanakornsitant	Junior Legal Officer	Legal Affairs Bureau
52	Mr Bodin Kreethathorn	Junior Legal Officer	Legal Affairs Bureau
53	Mr Kritsak Dilokpornhirun	Junior Investigator	Report Division
54	Mr Issaraphong Issaraphan	Junior Investigator	Report Division
55	Mr Chusak Promtat	Junior Investigator	Report Division
56	Ms Kusumawadee Sudawan	Junior Investigator	Report Division
57	Mr Boon Phewbang	Junior Investigator	Report Division
58	Mr Paisarn Lookchant	Junior Legal Officer	NCCC Affairs Division
59	Ms Nootchanard Doungsong	Senior Financial Officer	Financial Division
60	Mrs Prapa Liangpanich	Senior Internal Auditor	Internal Audit Unit

* 7 – participated 2nd training in Japan 2005

8 – participated 2nd training in Japan 2005

23 – participated 3rd training in Japan 2006

51 – participated 3rd training in Japan 2006

27 – participated 2nd training in Japan 2005

2nd Training (28/November-2/December/2005)

No.	Name	Title	Organization
1	Chief. Petty. Officer Janpen Dockput	Junior Administrative Officer	Corruption Prevention Bureau 1
2	Mr Setharath Tharasena	Corruption Prevention Officer	Corruption Prevention Bureau 1
3	Ms Orathai Piboon-a-luck	Corruption Prevention Officer	Corruption Prevention Bureau 2
4	Ms Orn-usa Deemak	Corruption Prevention Officer	Corruption Prevention Bureau 2
5	Ms Pattariya Phasuk	Corruption Prevention Officer	Corruption Prevention Bureau 2
6	Mrs Yupin Chinnasod	Junior Administrative Officer	Corruption Prevention Bureau 2
7	Mrs Kamolchanok Yamchooti	Junior Administrative Officer	Corruption Prevention Bureau 2
8	Mr Teeradaj Phoungdokmai	Senior Investigator	Corruption Suppression Bureau 1
9	Mr Sukrit Taengkaw	Junior Investigator	Corruption Suppression Bureau 1
10	Mr Thewarit Pakakaew	Junior Investigator	Corruption Suppression Bureau 1
11	Mrs Narachat Achalaboon	Junior Investigator	Corruption Suppression Bureau 1
12	Mr Thamrongchai Wongsawat	Junior Investigator	Corruption Suppression Bureau 1
13	Mr Voravit Thipthamthara	Senior Investigator	Corruption Suppression Bureau 2
*14	Mr Wanlop Yutidhammadamrong	Senior Investigator	Corruption Suppression Bureau 2

Annex 8: List of Trainees in Japan and Thailand

No.	Name	Title	Organization
15	Ms Somboon Judyai	Senior Investigator	Corruption Suppression Bureau 2
16	Mr Prakob Mangkang	Junior Investigator	Corruption Suppression Bureau 2
17	Mrs Chutamas Imsurp	Junior Administrative Officer	Corruption Suppression Bureau 2
18	Mr Thaneht Trakoolsalid	Senior Inspector	Asset Inspection Bureau 1
19	Mrs Worluk Yothakong	Junior Inspector	Asset Inspection Bureau 1
20	Mr Poonsak Koonsombat	Junior Inspector	Asset Inspection Bureau 1
21	Ms Ponnicha Inpang	Junior Inspector	Asset Inspection Bureau 1
22	Ms Panvipa Pinturpraditkorn	Junior Inspector	Asset Inspection Bureau 1
23	Mr Nattavut Boonyathin	Junior Inspector	Asset Inspection Bureau 2
24	Mr Hirun Chaikanya	Junior Inspector	Asset Inspection Bureau 2
25	Ms Piyachat Paungpong	Junior Inspector	Asset Inspection Bureau 2
26	Ms Thanassanan Lerdsupragul	Junior Inspector	Asset Inspection Bureau 2
27	Ms Tongjit Thammakhong	Junior Inspector	Asset Inspection Bureau 2
28	Mr Supost Sringammung	Junior Inspector	Asset Inspection Bureau 3
29	Mr Phongsiri Kanchanaudom	Junior Inspector	Asset Inspection Bureau 3
30	Mr Apinan Ruangprapaet	Junior Inspector	Asset Inspection Bureau 3
31	Ms Supalux Jiraksa	Junior Inspector	Asset Inspection Bureau 3
32	Ms Ladda Dounsawang	Junior Inspector	Asset Inspection Bureau 3
33	Ms Piyaporn Kamonharn	Junior Inspector	Asset Inspection Bureau 4
34	Mr Mitchai Pluemchai	Junior Inspector	Asset Inspection Bureau 4
35	Mr Porawith Wianting	Junior Inspector	Asset Inspection Bureau 4
36	Ms Kingkaew Pol-a-sa	Junior Inspector	Asset Inspection Bureau 4
37	Ms Thunyaporn Karoon	Junior Inspector	Asset Inspection Bureau 4
38	Mrs Naowarat Sirisalee	Senior Inspector	Asset Inspection Bureau 5
39	Ms Amornrat Sapjareen	Junior Inspector	Asset Inspection Bureau 5
40	Ms Araya Malangpouthong	Junior Inspector	Asset Inspection Bureau 5
41	Ms Uraithong Nandaeng	Junior Inspector	Asset Inspection Bureau 5
42	Mr Sitthichai Manasathien	Senior Legal Officer	Legal Affairs Bureau
43	Mr Sontaya Yapin	Junior Legal Officer	Legal Affairs Bureau
44	Mr Pisit Pattakitjamrun	Junior Legal Officer	Legal Affairs Bureau
45	Mr Netipol Chomyoung	Junior Legal Officer	Legal Affairs Bureau
46	Mr Kowit Piyawitwanich	Junior Legal Officer	Legal Affairs Bureau
47	Mr Phairote Phromlatti	Senior Legal Officer	Policy and Planning Bureau
48	Mr Aniwat Bhoprasert	Junior Legal Officer	Policy and Planning Bureau
49	Mr Marut Arunsomboon	Junior Legal Officer	Policy and Planning Bureau
50	Pol. Maj. Chadchanop Phadungkan	Senior Investigator	Report Division
51	Ms. Noppawan Chonlapinvisut	Junior Investigator	Report Division
52	Mr Parinya Wikulsirirat	Junior Investigator	Report Division
53	Mr Mongkol Srisawang	Junior Legal Officer	NCCC Affairs Division
54	Ms Sureerat Nuanchimplee	Senior Personnel Officer	Personnel Division
55	Ms Suwannee Taisathitvorn	Senior Financial Officer	Financial Division
56	Mrs Anong Kettreekorn	Junior Administrative Officer	Secretariate Unit
57	Ms Pucharapa Suthprom	Junior Internal Auditor	Internal Audit Unit
58	Mr Mongkol Sarisuta	Senior Intelligence Officer	Intelligence Unit
59	Mr Mongkol Maneekij	Junior Intelligence Officer	Intelligence Unit
60	Mr. Sornchai Choowichean	Junior Intelligence Officer	Intelligence Unit

*14 - participated 3rd training in Japan 2007

3rd Training (27/November-1/December/2006)

No.	Name	Title	Organization
1	Mr Pol Sattho	Senior Legal Officer	Corruption Prevention Bureau 1
2	Mr Wanchai Vongcim	Senior Legal Officer	Corruption Prevention Bureau 2
3	Mr Somprad Plubdaeng	Senior Legal Officer	Corruption Prevention Bureau 2
4	Mr Narin Kamolrat	Senior Investigator	Corruption Suppression Bureau 1
5	Mr Chanchai Ponsri	Senior Investigator	Corruption Suppression Bureau 1
6	Mrs Anong Pansong	Senior Investigator	Corruption Suppression Bureau 1
7	Mr Rungrun Sapanthong	Junior Investigator	Corruption Suppression Bureau 1
8	Mr Wanit Suphawanitsakul	Junior Investigator	Corruption Suppression Bureau 1
9	Mr Kiatisakdi Putphan	Junior Investigator	Corruption Suppression Bureau 1
10	Mr Chaiwat Thongkasem	Junior Investigator	Corruption Suppression Bureau 1

Annex 8: List of Trainees in Japan and Thailand

No.	Name	Title	Organization
11	Mr Kittikhun Dangcharoen	Senior Investigator	Corruption Suppression Bureau 2
12	Mr Ronnarong Saohem	Senior Investigator	Corruption Suppression Bureau 2
13	Pol. Capt. Worapol Plangdee	Junior Investigator	Corruption Suppression Bureau 2
14	Mr Somboon Hasadom	Junior Investigator	Corruption Suppression Bureau 2
15	Mrs Noynapa Chamkham	Junior Administrative Officer	Corruption Suppression Bureau 2
16	Ms Supaporn Jakparinyakul	Junior Inspector	Asset Inspection Bureau 1
17	Ms Pitsamai Ragsapon	Junior Inspector	Asset Inspection Bureau 1
18	Ms Chantri Kornphung	Junior Inspector	Asset Inspection Bureau 1
19	Ms Chintana Chuisukha	Junior Inspector	Asset Inspection Bureau 1
20	Mr Sarun Apisittiweat	Junior Inspector	Asset Inspection Bureau 1
21	Ms Thanlak Pipitlaksanakorn	Senior Inspector	Asset Inspection Bureau 2
22	Mr Suchart Chimnoi	Senior Inspector	Asset Inspection Bureau 2
23	Mrs Kamlai Krutkrongpan	Junior Inspector	Asset Inspection Bureau 2
24	Mr Meechai On	Junior Inspector	Asset Inspection Bureau 2
25	Ms Thanassanan Lertsapsakul	Junior Inspector	Asset Inspection Bureau 2
26	Mr Chalermopol Suvapanich	Senior Inspector	Asset Inspection Bureau 3
27	Mr Suriyasak Kalyanamitr	Senior Inspector	Asset Inspection Bureau 3
28	Ms Montha Thongthavee	Senior Inspector	Asset Inspection Bureau 3
29	Ms Anong Phumyaem	Senior Inspector	Asset Inspection Bureau 3
30	Mr Saravut Klaingklow	Junior Inspector	Asset Inspection Bureau 3
31	Mr Settasak Suteajaruvimol	Senior Inspector	Asset Inspection Bureau 4
32	Mr Nipon Thammasri	Senior Inspector	Asset Inspection Bureau 4
33	Mr Pongsak Rattanavipa	Senior Inspector	Asset Inspection Bureau 4
34	Mr Prachaya Buranangura	Senior Inspector	Asset Inspection Bureau 4
35	Mr Nopporn Khuntha	Junior Inspector	Asset Inspection Bureau 4
36	Ms Marlai Sujipinyo	Senior Inspector	Asset Inspection Bureau 5
37	Mrs Kosum Jittpalapong	Senior Inspector	Asset Inspection Bureau 5
38	Mr Somchai Yimchalam	Junior Inspector	Asset Inspection Bureau 5
39	Mr Kittisak Pimsan	Junior Inspector	Asset Inspection Bureau 5
40	Ms Bopit Anukul	Junior Inspector	Asset Inspection Bureau 5
41	Mrs Rachanij Kiatpinyo	Senior Legal Officer	Policy and Planning Bureau
42	Mrs Achana Vutthisomboon	Senior Social Development Researcher	Policy and Planning Bureau
43	Mr Surapong Intarathawon	Senior Legal Officer	Policy and Planning Bureau
44	Mr Sakchai Jangsangwattana	Junior Legal Officer	Policy and Planning Bureau
45	Mr Sarawut Suvapanich	Junior Legal Officer	Policy and Planning Bureau
*46	Mr Chai Chinnasod	Senior Legal Officer	Legal Affairs Bureau
47	Mr Sanga Treesukol	Senior Legal Officer	Legal Affairs Bureau
48	Mr Noravat Sritep	Senior Legal Officer	Legal Affairs Bureau
49	Mr Dacha Vidshukornsak	Senior Legal Officer	Legal Affairs Bureau
50	Mrs Thitipon Suwanklang	Junior Legal Officer	Legal Affairs Bureau
51	Mr Seksan Sommat	Junior Investigator	Report Division
52	Mr Sonthaya Taksawong	Senior Personnel Officer	Personnel Division
53	Mr Kittipong Klopym	Senior Personnel Officer	Personnel Division
54	Mrs Papassorn Prommesri	Junior Financial Officer	Financial Division

* 46 – participated 2nd training in Japan 2005

Annex 9: Organizational Chart of ONCC

