

**タイ国**  
**土地区画整理促進プロジェクト**  
**中間評価報告書**

平成 19 年 6 月  
(2007年)

独立行政法人国際協力機構  
タイ事務所



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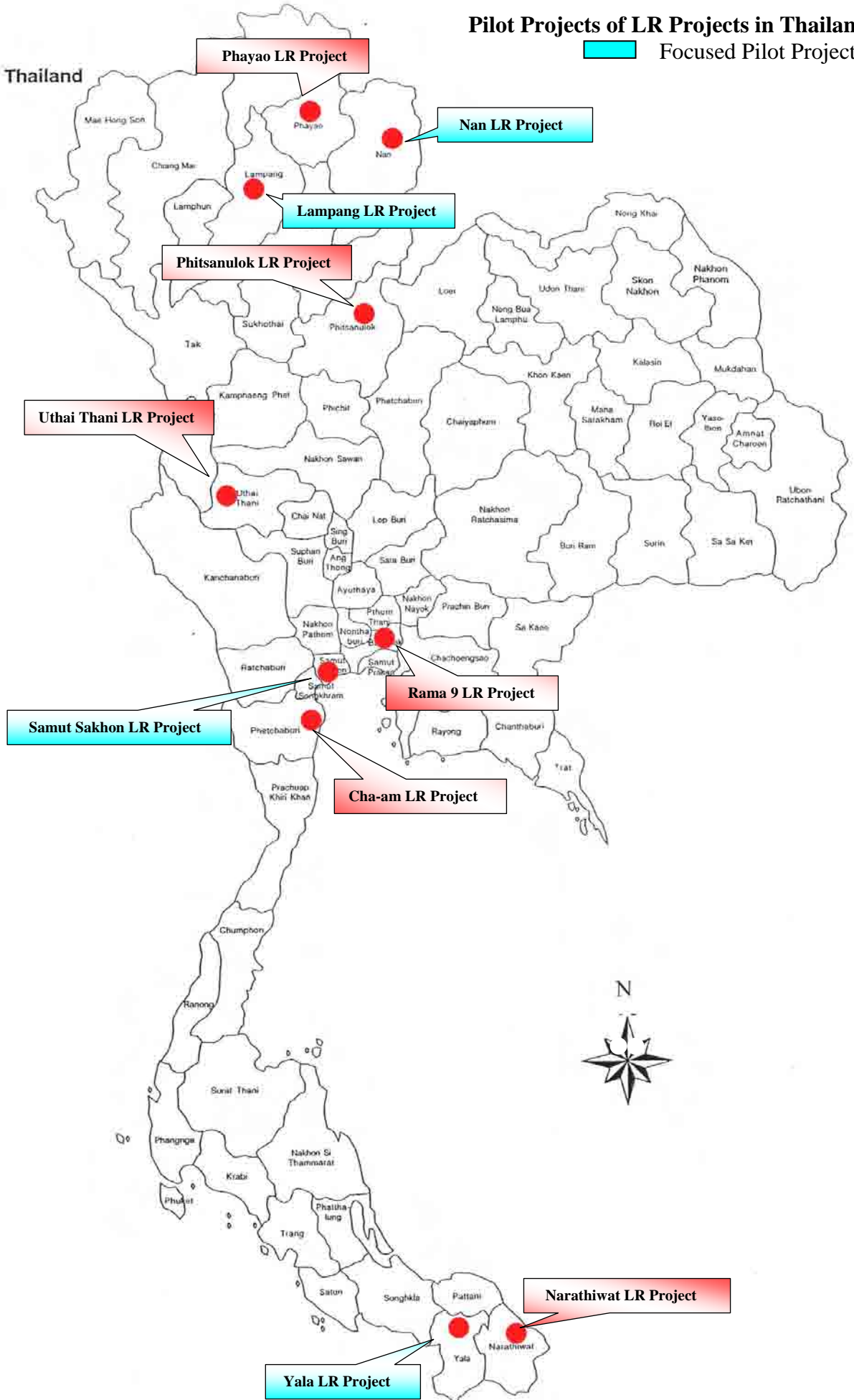
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# Pilot Projects of LR Projects in Thailand

 Focused Pilot Projects

Map of Thailand





## 略 語 表

略 語	正式名称	日本語訳
APO	Annual Plan of Operation	年間活動計画表
DPT	Department of Public Works and Town & Country Planning	内務省公共事業・都市地方計画局
DMUD Project	the Project on the Development Method of Urban Development	都市開発技術向上計画プロジェクト
JICA	Japan International Cooperation Agency	国際協力機構
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operation	活動計画表
R/D	Record of Discussions	討議議事録





## 評価調査結果要約表

<b>1. 案件の概要</b>	
<b>国名：</b> タイ王国	<b>案件名：</b> タイ王国・土地区画整理促進プロジェクト
<b>分野：</b> 都市開発	<b>援助形態：</b> 技術協力プロジェクト
<b>所轄部署：</b> 国際協力機構（JICA）タイ事務所	<b>協力金額：</b> 3億5,000万円
<b>協力期間</b>	2005年11月15日 ～ 2009年11月14日 (4年間)
	<b>先方関係機関：</b> 内務省公共事業・都市地方計画局（DPT） <b>日本側協力機関：</b> 国土交通省
<b>他の関連協力：</b> タイ王国土地開発技術向上計画（DMUD）プロジェクト（1999年～2005年）	
<b>1-1 協力の背景と概要</b>	
<p>タイ王国（以下、「タイ」と記す）では、乱開発による都市環境の悪化、経済活動の非効率化等の都市問題が生じていることから、我が国は1999年6月から2005年5月までの期間で、適切な都市計画及び都市開発手法の導入を目的とした技術協力プロジェクト「都市開発技術向上計画（DMUD）プロジェクト」を実施した。DMUDプロジェクトは、実施機関である内務省公共事業・都市地方計画局（DPT）、DPT県事務所をはじめとするタイの公的機関に土地区画整理事業によるまちづくりが上記のような都市問題の解決手法として非常に有効性があることを十分に理解されるという大きな成果をあげた。こうしたDMUDプロジェクトの成功を基に、タイ政府は土地区画整理制度を浸透させ、DPT及び他の関係公共機関の都市問題への対応能力を高めることを目的に、日本政府に対して技術協力プロジェクト「土地区画整理促進プロジェクト」を要請した。日本政府はタイにおける土地区画整理事業の有効性を重視し、DPTに対して実施してきた都市開発分野の協力の集大成として、2005年11月から4年間の協力期間でプロジェクトを開始した。</p>	
<b>1-2 協力内容</b>	
<p>本プロジェクトは土地区画整理事業を実施するのに必要な政・省令、規則、技術基準などの制定支援、土地区画整理マスタープラン（M/P）の策定から土地区画整理事業運営に至る実務の各過程に対する技術支援、民間部門の参加推進支援を行うことにより、タイにおける土地区画整理事業の制度的・人的基盤の整備を図るものである。</p>	
<b>(1) 上位目標</b>	
土地区画整理事業が都市開発のなかで最も有効的な手法として継続的に実施され、都市環境の改善が図られる。	
<b>(2) プロジェクト目標</b>	
土地区画整理事業がタイにおいて普及するための官民双方の制度的基盤、官民双方の人的基盤が整備される。	
<b>(3) 成果</b>	
<b>成果1：</b> 土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布若しくは承認される。	
<b>成果2：</b> DPT県事務所や地方自治体の土地区画整理M/Pの策定能力が強化される。	
<b>成果3：</b> DPT県事務所や地方自治体の土地区画整理事業実施計画策定能力が強化される。	

成果4： DPT県事務所や地方自治体の土地区画整理事業運営能力が強化される。

成果5： 民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる。

(4) 投入 (評価時点)

日本側：

- ・ 専門家派遣： 長期専門家派遣 4人、短期専門家派遣2回
- ・ 機材供与： ノートブック型コンピューター、マルチメディアプロジェクター、ビジュアライザー 各7セット
- ・ 現地業務費： 2005年度： 40万2,066 バーツ、 2006年度： 91万3,970バーツ

タイ側：

- ・ カウンターパート (C/P) 配置： C/P職員10人、支援スタッフ4人
- ・ 施設： 専門家執務スペース、会議スペース
- ・ 現地業務費： C/P人件費、プロジェクト運営費用、土地区画整理事業運営費用 (1事業について予算承認済み)

2. 評価調査団の概要

小川 正純 (総括/団長)	JICA タイ事務所次長
越智 武雄 (土地区画整理)	JICA 社会開発部課題アドバイザー
竹内 清佳 (協力計画)	JICA タイ事務所
岩城 岳央 (評価分析)	アイ・シー・ネット・アジア株式会社

調査期間： 2007年5月8日～2007年5月27日

評価種類： 中間評価

3. 評価結果の概要

3-1 実績の確認

計画された投入が日本側、タイ側双方から適切に行われており、大きな問題はみられない。プロジェクト開始後に明らかになった制約要因などにより活動実施が遅れ、進捗が遅れている成果があるが、全体としてはプロジェクトは円滑に進められている。

3-2 PDMの改訂

中間評価調査中にC/Pや日本人専門家を含む主要関係者間で協議し、プロジェクト開始後に明らかになった制約要因を反映させて、以下のようにプロジェクト・デザイン・マトリックス (PDM) を変更することを合意した。変更したPDMは評価調査終了時に合同調整委員会の会合で提示され、承認された。

		変更前	変更後	変更理由
1	上位目標 指 標	少なくとも毎年1件の土地区画整理事業が事業認可を受ける	平均で毎年1件の土地区画整理事業が フィジカル・ワーク <sup>*1</sup> を開始する  *1 フィジカル・ワークには換地、土地調査、土地登記、工事を含む	上位目標の達成状況をより明確にするため。
2	プロジェクト目標 指 標	少なくとも3件の土地区画整理事業が事業認可を受け事業が実施される	プロジェクトが開発するマニュアルとガイドラインを活用して、少なくとも3件の土地区画整理事業が事業認可を受け工事が開始される	プロジェクト目標の達成状況をより明確にするため。 プロジェクトの活動との関係を明確にするために、「プロジェクトが開発するマニュアルとガイドラインを活用して」を追

				記。
3	成果1	土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布若しくは承認される	土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布される	英文PDMでの記述の整理に伴い、和文PDMでも「公布若しくは承認」を「公布」に変更。
4	成果1 指 標	1. 政・省令が公布される 2. その他土地区画整理事業の実施に必要な基準が少なくとも5件承認される	土地区画整理事業開始に必要なすべての政・省令、その他の規則等がタイ2008年度の半ばまでに公布される（タイ2008年度は2007年10月から2008年9月）	必要な政・省令、その他の規則等の公布なしに土地区画整理事業を開始できないことが明らかになっているため。
5	成果2	DPT県事務所や地方自治体の土地区画整理M/Pの策定能力が強化される	土地区画整理事業の県M/P策定と事業M/P策定の制度的基盤、人的基盤が整備される	DPT県事務所と地方自治体の能力向上に重点を置く前に、中央を含めた土地区画整理事業の制度的基盤、人的基盤整備を推進する必要があると考えられたため。これまでのプロジェクト内での協議を基に、M/Pを県M/Pと事業M/Pとした。
6	成果2 指 標	1. M/P策定マニュアルが全県に配布される 2. 全DPT県事務所及び必要な地方自治体が研修に参加する 3. 全DPT県事務所及び必要な地方自治体が土地区画整理M/Pのドラフトを策定する	1. 全DPT県事務所がプロジェクトが作成するマニュアルを活用して土地区画整理事業の県M/Pを策定し、県土地区画整理委員会から認可される 2. プロジェクトが作成するマニュアルを活用して少なくとも4つの土地区画整理事業M/Pが策定される	従来の指標のうち、活動と考えられる指標を削除。 M/Pを県M/Pと事業M/Pに分けたため、それぞれに指標に設定。 事業M/Pの策定数は優先されるパイロット事業数に合わせて設置。
7	成果3	DPT県事務所や地方自治体の土地区画整理事業実施計画策定能力が強化される	土地区画整理事業の換地に関する制度的基盤、人的基盤が整備される	成果2の変更理由と同じ。 これまでのプロジェクト内での協議を基に、成果3の対象を「実施計画策定能力」から「換地」に変更。
8	成果3 指 標	1. 土地区画整理事業実施マニュアルが全県に配布される 2. 全DPT県事務所及び必要な地方自治体が土地区画整理事業実施マニュアル研修に参加する 3. 少なくともパイロット事業のうち8つが事業実施計画の策定に着手する	プロジェクトが作成するマニュアルとガイドラインを活用して、少なくとも4パイロット事業の換地計画が作成される	従来の指標のうち、活動と考えられる指標を削除。 対象事業数は優先されるパイロット事業数に合わせて設置。
9	成果4	DPT県事務所や地方自治体の土地区画整理事業運営能力が強化される	土地区画整理事業の運営に関する制度的基盤、人的基盤が整備される	成果2の変更理由と同じ。
10	成果4 指 標	1. 土地区画整理事業運営指針が全県に配布される	プロジェクトが作成するガイドラインを活用して、少なくとも3パイロット	従来の指標のうち、活動と考えられた指標を削除。

		2. 全DPT県事務所及び必要な地方自治体が土地区画整理事業運営指針研修に参加する 3. 少なくとも20地区で地権者のうち3分の2以上が事業への賛成者となる	事業が土地区画整理事業運営計画に基づいて実施される	対象事業数はプロジェクト終了時までに実施が予想されるパイロット事業数に合わせて設置。 地権者との合意に関する指標は事業運営計画を含む。
11	成果5	民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる	コンサルタント会社、建設会社、金融機関などの民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる	対象（民間事業者）の特定。
12	成果5 指 標	1. 累計で100社に対し、セミナー、資料送付により土地区画整理制度の紹介がなされる 2. 年1回（合計3回）民間事業者向けの研修が実施される	1. 土地区画整理部が民間企業300社とコンタクトがある 2. セミナー参加者から回収された質問票で、セミナーの内容と土地区画整理事業への関心の平均点が70%を超える	対象数を現状に合わせて100社から300社に増加 セミナーに関する指標をセミナー実施回数から参加者の満足度と土地区画整理事業に対する関心度に変更。
13	活 動	上記の成果の変更に伴い、各活動を修正。		
14	外部要因	以下の外部要因が認識され、PDMに追加された。 ・ タイ政府と地方自治体がパイロット事業実施のための予算をタイミングよく割り当てる（プロジェクト目標達成のための外部要因）。 ・ 必要な省令の認可過程に大幅な遅れが生じない（プロジェクト成果達成のための外部要因）。		

### 3-3 評価結果の要約

#### (1) 妥当性

タイの都市部では人口増加と乱開発により生活環境の悪化と社会経済活動の非効率化が進んでおり、本事業は土地区画整理事業の推進を通じて、都市コミュニティの生活環境改善に対するニーズに合致すると考えられる。また、タイ政府は2004年12月に土地区画整理法を施行し、土地区画整理事業を都市開発の有効な手段として推進しており、本プロジェクトの実施はタイ政府の開発政策と合致している。

先行事業である技術協力プロジェクト「DMUDプロジェクト」の成果が本プロジェクトの活動の下地になっており、本プロジェクトはタイの都市開発分野への日本政府の協力戦略の一環として妥当である。また、本プロジェクトではパイロット事業として土地区画整理事業の実現可能性の高い事業地を選んでおり、実践を通じて教訓を引き出していくように配慮されている。プロジェクト後半は、事業を迅速に進めるために、10パイロット事業のなかで先行している数事業の活動を優先的に行うことが適当であると考えられる。

本プロジェクトのC/Pは日本の土地区画整理事業の豊かな経験から学び、タイで土地区画整理事業を立ち上げていくことの重要性を強く認識している。C/Pと日本人専門家の双方がC/Pの技術レベルの向上を認識している。

#### (2) 有効性

いくつかのパイロット事業は実施準備が進められ、プロジェクト終了時までにタイ政府の予算を使って着工される可能性が高いことから、改訂されたプロジェクト目標の指標はプロジェクト終了時までに達成可能であ

ると考えられる。

土地区画整理事業開始に必要な政・省令、規則などの施行の遅れによりパイロット事業の開始が遅れ、結果的にプロジェクト目的の達成を阻害することが懸念される。また、パイロット事業開始の遅れは、事業対象地の地権者、DPT県事務所職員、地方自治体職員などの関係者のやる気をそぐおそれがある。

### (3) 効率性

成果2から4を産出するための活動の実施が、主に以下の制約により遅れている。

- ・プロジェクト開始後に、パイロット事業を開始するために法制度面での制約があることが明らかになった。土地区画整理事業を始めるために必要な政・省令、規則などが施行されていないため、プロジェクトはパイロット事業を開始することができていない。
- ・活動の重点をDPT県事務所・地方自治体の能力向上に置く前に、C/Pが土地区画整理事業実施を指導していくための実践面での能力強化を行う必要があった。
- ・C/Pのプロジェクト業務、プロジェクト外業務量が多い。

プロジェクト活動の多くはC/PであるDPT職員の能力向上と土地区画整理事業普及の制度づくりに焦点が当てられている。DPT県事務所と地方自治体の能力向上に関する活動は、まだ十分には行われていない。

タイ側、日本側からの投入は、質、量、タイミングの点で概して適当である。特に、日本人短期専門家が行った研修に対するC/Pの満足度は高い。

### (4) インパクト

「1県1土地区画整理事業」の推進や土地区画整理事業基金の設立などの政策支援に伴い、プロジェクト終了後も土地区画整理事業の実施数が次第に増加していくことが見込まれる。

タイでは土地区画整理事業の実施例がないため、最初の事業の成果がDPT県事務所、地方自治体、民間部門、一般市民に土地区画整理事業全体の印象を与えるうえでとても重要な意味をもつ。最初の事業が成功例として認識されれば、関係者は土地区画整理事業により高い関心を示し、タイでの土地区画整理事業の推進が加速することが期待できる。逆に、最初の事業例が十分な成果を得られなかった場合、タイでの土地区画整理事業の将来に暗雲をなげかけることになりかねない。

### (5) 自立発展性

タイ政府は土地区画整理事業を奨励しており、既に省庁の垣根を越えた土地区画整理委員会と6つのサブコミッティが国家レベルで設置されている。また、土地区画整理事業実施に必要なすべての政・省令、規則などが施行済みか認可済み、又は認可申請中であることから、土地区画整理事業が政策的に後退する可能性は低いと考えられる。

本プロジェクトの実質的なC/P機関であるDPT内の土地区画整理部は、行政組織上は正式な部として認められていない。現在、正式な部としての認可を申請中であり、申請が認められれば、人員配置や予算措置が強化され、土地区画整理部を通じてプロジェクト効果が維持・波及される可能性が高まる。

C/Pは、換地計画や資金管理など、実務経験を必要とする技術を除き、土地区画整理事業を普及していく基本的な技術を蓄積しているといえる。今後は、C/Pがパイロット事業の実施を通じて実践的な技術を習得し、技術の普及メカニズムを構築していく必要がある。

### 3-4 結論

全体としてプロジェクトは円滑に進められており、現在のプロジェクト実施状況から、プロジェクト終了時までにプロジェクト目標が達成される見込みが高い。

### 3-5 提言

＜プロジェクトに対する提言＞

#### 3-5-1 土地区画整理事業の早期立ち上げのためのパイロット事業の絞り込み

- タイにおける土地区画整理制度の確立は2004年の土地区画整理法の施行によって最初の段階を成功裏に達成した。現在は実質的に事業を進展させる時期であるといえる。
- 日本の土地区画整理に関する基本的な知識の普及はおおむね完了した。今後は、実務経験に裏打ちされた実践的な技術の蓄積が最も重要である。タイにおける土地区画整理事業の経験を各種マニュアルに反映し、それを伝えていくことが土地区画整理の普及に求められている。
- 土地区画整理事業の実例をみせることは、民間部門が土地区画整理事業に参画するためにも必要である。
- これまでは10パイロット事業の準備が進められてきたが、プロジェクト後半は対象事業を優先4事業に絞り込み、早急にタイで初の区画整理事業を立ち上げるべきである。

#### 3-5-2 土地区画整理事業立ち上げのために強化すべき取り組み

- 土地区画整理事業の早期立ち上げのために、以下の取り組みを行うことが提案される。
  - 1) 事業の早期立ち上げに向けた日本人専門家を含むワーキング・フォーメーションの構築
  - 2) DPT県事務所・地方自治体との移転技術の共有 (OJT) 及びDPTからの指導の強化
  - 3) 土地区画整理事業開始に必要な政・省令、規則などの早急な特定と、承認・施行のフォロー
  - 4) 土地区画整理事業実施のための総合的な運営計画の作成 (DPT県事務所の強化や資金管理を含む) と関係機関による運営計画の共有と進捗管理

#### 3-5-3 関係者間の一層のコミュニケーションの強化

- 定例会議(ステアリングコミッティ会議、マネージャー会議、プロジェクト関係者月例会、ワーキンググループ会議)はおおむね予定どおり開催され必要な協議が行われている。こうしたコミュニケーションの枠組みは維持、強化されるべきである。
- 土地区画整理部内でのプロジェクト実施に必要な情報共有が促進されるべきである。

#### 3-5-4 POの改訂

- 中間評価結果と改訂されたPDMを基に活動計画表 (PO) を改訂し、投入のレビューを行う必要がある。

＜DPTに対する提言＞

#### 3-5-5 実際の土地区画整理事業立ち上げのための制度基盤の整備

- これまで、主に土地区画整理事業実施のために必要となる技術的な準備を行ってきた。しかし、実際の事業実施のためには技術面だけでなく、各機関との役割分担を含む組織体制、資金手当てといった制度面での準備が不可欠である。
- 実際の事業の実施には、どのような組織体制・人員配置が必要となるのか、また、事業資金はどの

ように手当とするのか、など、1年以内に最初の事業を開始するとすれば、こうした課題に早急に対応していかなければならない。現在土地区画整理事業を最もよく理解しているC/Pの努力だけでは、事業を実施することは不可能である。

- 特に、DPT、DPT県事務所、地方自治体の役割分担を明確にし、各機関が責任をもって役割を果たすことのできる体制づくりが重要である。

#### 3-5-6 土地区画整理事業に関する長期的展望の作成

- DPTが5年後、10年後に土地区画整理事業をどういう方向にもっていくのか、DPTとして明確な青写真をつくるべきである。

## Executive Summary

<b>1. Outline of the Project</b>	
<b>Country:</b> Thailand	<b>Project title:</b> Project on Land Readjustment Promotion in Thailand
<b>Sector:</b> Urban Development	<b>Cooperation scheme:</b> Technical Cooperation Project
<b>Division in charge:</b> JICA Thailand Office	<b>Total cost:</b> 350 million Japanese yen
<b>Period of Cooperation:</b> 15 November, 2005 – 14 November, 2009 (4 years)	<b>Partner Country's Implementing Organization:</b> Department of Public Works and Town & Country Planning (DPT) Ministry of Interior
	<b>Supporting Organization in Japan:</b> Ministry of Land, Infrastructure, and Transportation
<b>Related Cooperation:</b> Project on the Development Method of Urban Development (DMUD Project) (1999 – 2005)	
<p><b>1-1. Background of the Project</b></p> <p>JICA implemented the 'Project on the Development Method of Urban Development (DMUD Project)' during 1999 – 2005 for the project period of 6 years to introduce appropriate methods for urban planning and urban development in Thailand. The DMUD Project enhanced the understanding of concerned organizations on the effectiveness of Land Readjustment (LR) for urban development and established a base for the implementation of LR in Thailand, including the enforcement of the Land Readjustment Law in December 2004.</p> <p>Following the successful implementation of the DMUD Project, JICA decided to continue the support for the promotion of LR and the 'Project on the Land Readjustment Promotion' was launched in November 2005 based on the request of the Government of Thailand. The Project aims to continuously promote the LR method in urban development in Thailand and enhance the capacity of concerned organizations for the implementation of LR projects.</p>	
<p><b>1-2. Project Overview</b></p> <p>The Project aims to strengthen institutional and human resource bases in Thailand through establishing legislative environment, enhancing capability of concerned personnel at central and provinces for LR, and involving the private sector for the promotion LR projects in Thailand.</p> <p><b>(1) Overall Goal</b></p> <p>LR method is continuously utilized as the most effective urban development method, and urban environment is improved.</p> <p><b>(2) Project Purpose</b></p> <p>The institutional base and human resource base in both public and private sectors are established in order to promote LR projects in Thailand</p> <p><b>(3) Outputs</b></p> <p><b>Output 1:</b> A ministerial regulation is authorized, and necessary rules &amp; regulations for implementation of the LR and other rules &amp; regulations are established</p> <p><b>Output 2:</b> Capabilities of DPT Provincial Offices and Local Authorities (LA) to draft LR Project Master Plan are enhanced.</p> <p><b>Output 3:</b> Capabilities of DPT Provincial Offices and LA to formulate implementation plan of LR project are</p>	



enhanced.

**Output 4:** Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced

**Output 5:** Private sector promotes understanding of LR project and joins LR projects

**(4) Inputs (as of this mid-term evaluation)**

**Japanese side:**

- Personnel: Long-term Japanese experts (4 persons), Short-term Japanese experts (2 persons)
- Equipment: Notebook Computer, Projector, Visualizer (7 units for each equipment)
- Local Expenditures: JFY 2005: 402,066 Baht, JFY 2006: 913,970 baht

**Thai side:**

- Personnel: 10 counterparts and 4 supporting staff members
- Facilities: Working and meeting spaces
- Local Expenditures: Operation and management cost of the project. Budget for one pilot project has been allocated by DPT

**2. Evaluation Team**

<b>Members of Evaluation Team</b>	Mr. Masazumi Ogawa (Leader): Deputy Resident Representative, JICA Thailand Office Mr. Takeo Ochi (Land Readjustment): Senior Advisor, JICA Ms. Kiyoka Takeuchi (Cooperation Planning): Assistant Resident Representative, JICA Thailand Office Mr. Takehiro Iwaki (Evaluation Analysis): Consultant, IC Net Asia
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**Period of Evaluation:** 8 – 27 May, 2007      **Type of Evaluation:** Mid-term Evaluation

**3. Results of Evaluation**

**3-1. Confirmation of the Progress**

In general, the Project received planned inputs from both the Japanese and Thai sides appropriately. Although some project activities have been behind the schedule mainly due to the factors clarified after the commencement of the Project, it can be said that the Project is on the right track.

**3-2. Revision of the PDM**

The PDM was revised as below by the key stakeholders of the Project, including project counterparts and Japanese experts, during the evaluation study mainly to reflect the factors clarified after the commencement of the Project. The revised PDM was presented at Joint Coordinating Committee meeting and approved by the participants.

		BEFORE THE REVISION	AFTER THE REVISION	REASONS OF REVISION
1	Indicator of Overall Goal	At least 1 LR project <u>is approved by provincial LR committees in each year</u> after this project	1 LR project <u>starts the physical work</u> *1 in each year in average  *1 : The physical work includes replotting, land survey, land registration, and construction work	It was considered better to describe the situation for the achievement of the Overall Goal more specifically.
2	Indicator of Project Purpose	At least 3 LR projects are approved by provincial LR committees and <u>implemented</u> during this project	At least 3 LR projects are approved by provincial LR committees and <u>start the construction work by utilizing the</u>	It was considered better to describe the situation for the achievement of Project Purpose more specifically.  The phrase 'by utilizing the manuals

			<u>manuals and guidelines developed by the Project</u>	and guidelines developed by the Project' was added to clarify the linkage with project activities.
3	Output 1	A ministerial regulation is authorized, and necessary rules & regulations for implementation of the LR and other rules & regulations are established	Ministerial orders and other rules and regulations for the implementation of the LR project are enacted	The statement was rephrased for easier understanding.
4	Indicators of Output 1	1. One ministerial regulation is authorized. 2. At least 5 necessary rules & regulations for implementation of the LR are authorized	Ministerial orders, and other rules and regulations necessary for starting pilot projects are enacted by the middle of Thai FY 2008 (from Oct.2007 to Sep. 2008)	It was found that the LR project cannot be started without the enforcement of necessary orders, rules and regulations
5	Output 2	<u>Capabilities of DPT Provincial Offices and LA to draft "LR Project Master Plan"</u> are enhanced	<u>Institutional base and human resource base to develop LR Provincial Master Plan and Project Master Plan</u> are established	It was considered appropriate to emphasize on the establishment of institutional and human resource bases before directing the focus on the enhancement of capability at provincial level.  The Master Plan is divided to the Provincial Master Plan and Project Master Plan based on the decision of the Project.
6	Indicators of Output 2	1. A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan	1. All DPT Provincial Offices develop LR Provincial Master Plans by utilizing the manual developed by the Project and the Plans are approved by the Provincial LR Committees. 2. At least 4 LR Project Master Plans are drafted by utilizing the manual developed by the Project	Indicators which were considered as activities were deleted. As the Master Plan is divided to Provincial Master Plan and Project Master Plan, indicators regarding both Master Plans were developed.  The number of target for the development of LR Project Master Plan was set based on the number of prioritized pilot projects.
7	Output 3	Capabilities of DPT Provincial Offices and LA to formulate <u>implementation plan of LR project</u> are enhanced	Institutional base and human resource base for the <u>replotting</u> of LR Project are established	Same with the Output 2  The field under this Output was changed from 'implementation plan' to 'replotting' based on the decision of the Project.
8	Indicators	1. A manual for implementation of	Replotting plans of at least 4 LR	Indicators which were considered as

	of Output 3	LR project is distributed to all DPT Provincial Offices and necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. At least 8 pilot projects start to formulate implementation plan of LR project.	projects are formulated by utilizing the manuals and guidelines developed by the Project	activities were deleted. The number of target was set based on the number of prioritized pilot projects.
9	Output 4	Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced.	Institutional base and human resource base for the management of LR projects are established	Same with the Output 2
10	Indicators of Output 4	1. A guideline for management of LR project is distributed to all DPT Provincial Offices, necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. At least 18 LR projects gain more than 2/3 agreement of land owners.	At least 3 LR projects are implemented based on the LR project management plan by utilizing the guideline developed by the Project	Indicators which were considered as activities were deleted. The number of target was set based on the expected number of pilot projects under implementation at the time of the completion of the Project. The Indicator on the agreement with land owners is integrated in the project management plan.
11	Output 5	Private sector promotes understanding of LR project and joins LR projects	Private sector, <u>such as consulting and construction companies and financial institutions</u> , promotes understanding of LR project	The statement was revised to specify the target and to make the target realistic to be achieved within the project period.
12	Indicators of Output 5	1. Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets. 2. A LR seminar for the private sector is held once a year. (Total 3 times)	1. LR Bureau has contact with at least 300 private sector representatives 2. Average marks for the understanding of the seminar contents and interests for LR project by respondents of the questionnaire survey conducted at the end of seminar exceed 70%.	The number of target was changed based on the situation of LR in Thailand. Level of satisfaction and interest by participants were applied as indicators for the conduct of seminars rather than the numbers of seminar.
13	Activities	Activities were modified according to the changes of Outputs mentioned above.		
14	Important Assumptions	Following two important assumptions were identified and added to the PDM <ul style="list-style-type: none"> <li>• Central and local governments allocate budget for pilot projects in a timely manner (to achieve Project Purpose)</li> <li>• There is no significant delay in the legislative process (to achieve Output 1)</li> </ul>		

### **3-3. Evaluation by five criteria**

#### **(1) Relevance**

As the living condition and efficiency of socio-economic activities is being deteriorated in urban areas in Thailand by the increase in urban population and disorderly development, it is considered that the Project meets the needs of urban community for the improvement of their living environment through the promotion of LR. As Thailand has been promoting LR as an effective method for urban development, the Project is consistent with the development policy of the Government of Thailand.

As the outputs of the preceding technical cooperation project (DMUD Project) are utilized as groundwork of the project activities, the Project approach is appropriate in the long-term cooperation strategy of the Government of Japan in the field of urban development in Thailand. The selection of pilot provinces which had higher feasibility to realize LR project appears appropriate to draw lesson learnt through the actual implementation of LR projects. It is considered better to give priority to some advanced pilot projects in the second half of the Project to intensively promote the implementation.

The counterparts highly recognize the importance to learn from the rich experience of LR in Japan to launch LR in Thailand where there is no experience of LR. Both of the counterparts and Japanese experts recognize the improvement of technical capacity of the counterparts.

#### **(2) Effectiveness**

Some pilot projects are advanced and are likely to start the construction work with the budget allocation by the Government of Thailand through DPT by the end of the Project. Therefore, it can fairly be said that there is a high chance to achieve the revised Indicator of the Project Purpose by the end of the Project.

There is a concern that the delay in the enforcement of necessary ministerial orders and other rules and regulations necessary to start LR projects postpones the commencements of pilot projects and, eventually, hamper the achievement of the Project Purpose. It is also noted that the delay in the commencement of LR projects will discourage the concerned persons who have been waiting for the approval of LR projects and further step for the implementation.

#### **(3) Efficiency**

Implementation of project activities under the Output 2-4 has been behind the implementation schedule described in the Plan of Operation. Following issues are identified as major constraints to the achievement of activity target.

- It was found after the commencement of the Project that there are legal conditions to start LR projects. The Project has not been able to start the pilot projects without the enforcement of concerned ministerial orders and other rules and regulations.
- It was necessary to strengthen the capacity of the counterparts on the practical issues of the LR project

before directing the focus of the Project on the enhancement of capacity at provincial level.

- Heavy workload on the counterparts of project and non-project activities is considered as a constraint to the achievement of the activity target.

Due to the factors mentioned above, the majority of project activities have been focusing on the capacity development of the counterparts at DPT and development of the institutional base at the central level. The enhancement of the capability of the DPT Provincial Office and LA has not been focused yet.

#### **(4) Impact**

It is expected that the number of LR projects increases gradually in accordance with the policy support such as the promotion of 'One Province, One LR Project' and establishment of LR Fund.

As there has not been an example of a LR project in Thailand, the achievements of the first cases are considered highly important to provide impression on LR to all the stakeholders, including DPT Provincial Offices, LA, private sector, and public. If the cases are recognized as successful to help the stakeholders have more interest on LR, the promotion of LR in Thailand will be accelerated. On the other hand, poor achievement of the advanced pilot projects may overshadow the future of LR in Thailand.

#### **(5) Sustainability**

The Government of Thailand has been promoting LR projects as an effective method for urban development. There is an inter-ministerial LR Committee and six sub-committees set-up at national level. Also, all necessary ministerial orders, rules, and regulations have been enforced, approved, or in the process of approval. Based on these policy environments, it is unlikely that the policy support on LR has a setback.

LR Bureau is still an inner bureau without the official status. Application to upgrade the LR Bureau to an official bureau is under process. According the Director of the LR Bureau, there is a positive prospect for the approval. It is expected the allocation of personnel and financial sources be more secured after the upgrading of the Bureau.

It can be said that the counterparts are accumulating skills for the application of LR approach to the non-target areas, except some issues such as replotting and financial management. The counterparts need practice through the actual implementation of pilot project to make their skill applicable at field level and to improve the dissemination mechanism.

### **3-4. Conclusion**

Although some project activities have been delayed by the reasons examined above, it can be said that the Project is on the right track. It is concluded that the Project Purpose can be achieved by the end of the Project.

### **3-5. Recommendations**

## <Recommendation to LRP Project>

### **3-5-1. Prioritization of the LR pilot projects to be implemented**

The first step of the establishment of the LR system in Thailand was successfully completed by the enactment of the LR Act in 2004. Also, it can be said that the dissemination of the basic knowledge about Japanese LR is almost accomplished. It is needed to reflect the experience of the LR projects in Thailand to the manuals and guidelines and to spread them. It is considered that the launch of the actual implementation of the first LR project(s) is the most important and urgent issue to accumulate the practical technique based on the actual experience of a project show the real examples of LR projects in Thailand to promote the participation of the stakeholders, including private sector in LR. It is recommended to launch the implementation of pilot project as early as possible by focusing on 4 projects out of those 10 projects.

### **3-5-2. Prompt launch of LR projects**

Prompt launch of LR project should be promoted through;

- 1) Re-arranging the working formation,
- 2) Sharing of transferred technology with DPT Provincial Offices and LA,
- 3) Specifying the ministerial orders and regulations essential for the launch of LR projects and following up their enforcement procedure, and
- 4) Formulating the comprehensive Management Plan for the implementation of LR projects including strengthening of DPT Provincial Offices and financial management.

### **3-5-3. Further improvement of communication**

Regular meetings, including Steering Committee meeting, managers' meeting, working group meeting, and monthly project meeting, have been held as planned and functioning well. This situation needs to be continued and improved further for the planning, and sharing of progress/problems and countermeasures among concerned personnel.

### **3-5-4. Revision of the Plan of Operation**

It is necessary for the project to revise the PO in line with the revised PDM and review Inputs to the Project according to the revised PO.

## <Recommendation to DPT>

### **3-5-5. Institutional set-up for the launch of actual LR projects**

So far DPT has been mainly conducting the technical preparation necessary for LR project implementation. However not only acquiring technical capability but also the preparation of the institutional set-up including an organizational structure and project funding are indispensable to launch a LR project. It is necessary for DPT to seriously consider following issues for the implementation mechanism of LR project, such as;

- 1) Timing of implementation
- 2) Necessary organizational structure and personal arrangement
- 3) Financial arrangement
- 4) Role of DPT Provincial Office and LA

It should be also considered that the real implementation of a LR project cannot be achieved only by the endeavor of the counterparts of the Project. Special attention should be paid to the clarification of role sharing between DPT, DPT Provincial Offices and LA as well as institutional framework with which each body can be responsible for playing their own roles.

### **3-5-6. Clarification of long-term goals of Thai LR**

It is recommended to DPT to own the clear vision and picture of the situation of Thai LR in five and ten years from now as DPT's long-term policy.





# 第1章 調査概要

## 1-1 調査の背景・目的

タイ王国（以下、「タイ」と記す）では、乱開発による都市環境の悪化、交通渋滞の発生、経済活動の非効率化等の様々な都市問題が生じていることから、我が国は1999年6月から2005年5月31日までの期間で、適切な都市計画及び都市開発手法の導入を目的とした都市開発技術向上計画（DMUD）プロジェクトを実施した。

DMUDプロジェクトは、実施機関である内務省公共事業・都市地方計画局（DPT）、DPT県事務所をはじめとするタイの公的機関に土地区画整理事業によるまちづくりが上記のような都市問題の解決手法として非常に有効性がある事を十分に理解されるという大きな成果をあげた。

DMUDプロジェクトにより、土地区画整理事業の実施に最も重要な法制度は整ったが、実際に事業を推進していくにあたり、法律で別途定めることとなっている、政・省令や技術基準がいまだに整備される必要があり、また、県の土地区画整理マスタープラン（M/P）にしたがって実施することになっているが、土地区画整理M/P策定を担当するDPT県事務所担当者のための指針がいまだ検討段階であり、土地区画整理M/Pの策定が滞っているなどの問題が生じている。

事業実施マニュアルや運営指針についてはDPTが担当するパイロットプロジェクト実施10地区での経験を基に今後の土地区画整理事業をよりスムーズに運営できるように修正を行うことが必要となる。

現在、タイにおける土地区画整理事業はパイロットプロジェクトを含めてすべての作業をDPT及びその県事務所などの公共機関が行っている。しかし、土地区画整理事業開始時には測量等の膨大な作業を伴うために、今後施行地区を増やすには、作業を委託できる民間事業者（コンサルタント会社や調査会社など）の育成が急務となる。

このようにJICAはタイに対して都市開発分野の協力を10年以上継続して実施してきた結果都市開発計画立案の重要性については広く浸透された。さらに土地区画整理制度を浸透させ、DPT及び他の関係公共機関での都市問題への対応能力を高めることを目的に本プロジェクトが要請された。JICAとしてもDPTに対して実施してきた都市開発分野の協力の集大成として、2005年11月から4年間の協力期間で「土地区画整理促進プロジェクト」を開始した。

今般、プロジェクト期間の中盤に差しかかり、プロジェクトの進捗を確認するとともに、実績や成果を評価し、プロジェクト後半の方針について関係者と協議するために中間評価調査を実施した。

## 1-2 調査方法・内容

- (1) プロジェクトの進捗状況、活動実績及び成果達成状況について確認を行い、5項目評価（特に妥当性、効率性、自立発展性）の観点から評価を行った。作業方法としては、評価グリッドの作成、関係者に対する質問票の作成・配布、インタビューの実施を行った。

(2) 既存のプロジェクトの資料・報告書、質問票の回答、インタビュー、ワークショップの結果を参考に評価グリッドを作成した。

(3) ワークショップを実施。

<ワークショップ1日目>

- ・ 関係者でプロジェクトの進捗を確認する。成果及び活動の達成度を確認し、阻害原因等を明確にし、対策を議論した。
- ・ プロジェクトの形成の経緯、プロジェクトデザイン、及びタイにおける現況（外部条件を含め）を再確認し、プロジェクト目標・指標を関係者間で確認し、議論した。
- ・ プロジェクトの後半の方向、及び協力期間終了後の方向性について議論した。

<ワークショップ2日目>

- ・ 前日の議論結果を集約し、後半のプロジェクトの方向性について議論し、プロジェクト・デザイン・マトリックス（PDM）の修正を行った。

(4) 一連の調査を取りまとめ、合同評価報告書案を作成した。

(5) JCCを開催し、合同評価報告書案の確認を行い、合同評価報告書を添付したM/Mに署名を行った。

### 1-3 調査日程

2007年5月8日～27日（うち本邦調査団派遣は20日～27日）

日時		調査日程
5/8	火	キックオフ・ミーティング
5/9	水	データ整理・分析、成果・活動達成状況の整理、質問票作成
5/10	木	データ整理・分析、評価グリッド作成
5/11	金	プロジェクトとの打合せ
5/14	月	9:30 対処方針会議、質問票の配布
5/15	火	データ分析整理
5/16	水	インタビュー実施
5/17	木	質問票の回収
5/18	金	データ整理・分析、評価グリッド作成
5/19	土	データ整理・分析
5/20	日	越智団員バンコク着
5/21	月	8:30～9:00 国際協力機構（JICA）タイ事務所長表敬
		9:30～ ワークショップ（進捗確認、問題分析）
5/22	火	8:30～12:00 ワークショップ〔PDM/活動計画表（PO）の修正を検討〕
5/23	水	10:00在タイ日本大使館表敬
		合同評価報告書案の作成
5/24	木	合同評価報告書案の協議・確認
5/25	金	JCC開催（合同評価報告書の承認・署名）
5/26	土	和文報告書案作成
5/27	日	和文報告書案作成、越智団員バンコク発

#### 1-4 調査団員

- (1) 総括／団長 小川 正純 (JICA タイ事務所次長)
- (2) 土地区画整理 越智 武雄 (JICA 社会開発部課題アドバイザー)
- (2) 協力計画 竹内 清佳 (JICA タイ事務所)
- (3) 評価分析 岩城 岳央 (アイ・シー・ネット・アジア株式会社)

##### (総括/団長)

- ① 調査実施の目的、調査範囲等について、調査団を代表してタイ側関係者に説明するとともに、各種会議及び合同委員会の会議にあたっては、調査団の代表として参加する。
- ② 計画段階から現時点までのプロジェクトの実施状況を総合的に調査・評価し、タイ側と協議のうえ、その結果を合同評価報告書にまとめ、合同調査委員会で報告・提言を行い、ミニッツに署名する。
- ③ 他の団員の協力を得て調査報告書を取りまとめる。

##### (土地区画整理)

- ① タイの土地区画整理促進の状況・技術移転の状況について確認するとともに、今後のプロジェクトの方向性について助言・指導する。
- ② 土地区画の専門的な見地から妥当性、有効性、効率性、インパクト及び自立発展性について評価し、タイ側と協議のうえ、合同評価報告書の作成を支援する。
- ③ 調査結果を専門的な見地から整理・検討し、担当分野の調査報告書を作成する。

##### (協力企画)

- ① 調査実施の目的、調査範囲等において総括／団長を補佐する。
- ② 調査の円滑な実施のために、調査全般にわたる各種調整業務を行う。
- ③ タイ側との協議・調査の調整、進捗管理において総括／団長を補佐する。
- ④ 調査結果を取りまとめて概要を報告するとともに他の団員と協力して合同評価報告書を作成する。

##### (評価分析)

- ① タイ側関係者、プロジェクト関係者、カウンターパート (C/P) 等に対する質問票の作成・整理・分析を行ったうえで、評価5項目等に係る関係機関にインタビューを実施する。
- ② ワークショップのファシリテーターを務めるとともに、ワークショップの結果を整理・分析を行う。
- ③ 関係資料、質問票、インタビュー、ワークショップの結果について評価5項目に沿って整理・分析を行ったうえでタイ側と協議し、合同評価報告書を取りまとめる。
- ④ 調査結果を専門的な見地から整理・検討し、調査結果を報告するとともに、担当分野の調査報告書を取りまとめる。

1-5 主要面談者リスト

	面談者名	所属機関・役職
<DPT>		
1	Mr. Ekawit Theeraporn	Deputy Director-General
2	Mr. Preecha Ronnarong	Director, Comprehensive and Specific Planning Bureau, SC*
3	Ms. Naruemon Kongdis	Director, Standard Development Bureau, SC
3	Mr. Pairoj Roongjintanakarn	Director, Town and Country Planning Engineering Bureau, SC
4	Mr. Praphass Malakarn	Director, Urban Development Training Institute, SC
5	Mr. Soradej Sundararjun	Director, The Office of Foreign Relations, SC
6	Mr. Sakda Arunee	Town Planner, Comprehensive and Specific Planning Bureau, SC
7	Mr. Thawan Wannakijmongkol	Legal Affair Officer, Legal Affair Division, SC
8	Mr. Thirapan Nandhakij	Town Planner, C/P
9	Ms. Buhnga Popattanachai	Town Planner, C/P
10	Mr. Ittipong Tanmanee	Town Planner, C/P
11	Ms. Wimonrat Charoenpongsakul	Finance and Account Personnel, Finance Division
12	Mr. Thuanthong Sirimongkolvichaya	Town Planning Analyst, C/P
13	Mr. Jarurot Phooprasert	Town Planner, C/P
14	Mr. Pornkrit Taemkaew	Civil Engineer, C/P
15	Ms. Busara Singhadhatta	Architect, C/P
16	Mrs. Matchar Potiganit	Human Resource Development Personnel, C/P
17	Mr. Adisak Noisuwan	Town Planner, C/P
18	Ms. Waraporn Sukharat	Survey Technician, C/P
19	Mr. Panya Prasajak	Civil Technician, C/P
<TICA>		
1	Ms. Somsuan Howe	Program Officer
<その他の関係機関>		
1	Ms. Urai Aramvongtrakul	Chief, LR Sub-Division, BMA
2	Ms. Soontaree Sernsuksamrit	City Planner, BMA
3	Mr. Theerapan Siripairoj	Director, DPT Nan Provincial Office
4	Mr. Vaiyavut Srirat	City Planner, DPT Lampang Provincial Office

5	Mr. Attapond Bunnag	Director, Project Team Management Department, NHA
<日本人専門家>		
1	澤田 俊作	チーフ・アドバイザー／土地区画制度
2	竹内 一生	土地区画整理パイロットプロジェクト
3	田中 常夫	土地区画整理M／P
4	三浦 義章	業務調整

\*SC: Steering Committeeメンバー

### 1-6 対象プロジェクトの概要

プロジェクト名	土地区画整理促進プロジェクト
タイ側実施機関	内務省公共事業・都市地方計画局（DPT）
協力期間	2005年11月15日 ～ 2009年11月14日（4年間）
上位目標	土地区画整理事業が都市開発のなかで最も有効的な手法として継続的に実施され、都市環境の改善が図られる。
プロジェクト目標	土地区画整理事業がタイにおいて普及するための民間双方の制度基盤、民間双方の人的基盤が整備される。
成果	<p>成果1: 土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布若しくは承認される。</p> <p>成果2: DPT県事務所や地方自治体の土地区画整理M／Pの策定能力が強化される。</p> <p>成果3: DPT県事務所や地方自治体の土地区画整理事業実施計画策定能力が強化される。</p> <p>成果4: DPT県事務所や地方自治体の土地区画整理事業運営能力が強化される。</p> <p>成果5: 民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる。</p>
活動	<p>成果1: 政・省令、その他の基準の検討、策定、ドラフトの作成</p> <p>成果2: 標準M／Pのドラフトの作成、M／Pのマニュアルの作成、DPT県事務所等に対するM／P作成研修の実施など</p> <p>成果3: 土地区画整理事業実施マニュアル作成、DPT県事務所等に対する事業実施研修・換地計画研修の実施など</p> <p>成果4: 土地区画整理事業運営指針の作成、運営指針研修の実施、住民に対する説明会の実施など</p> <p>成果5: 民間事業者に対して必要な情報の提供、民間事業者に対する土地区画整理事業の研修の実施</p>

日本側の投入	<ul style="list-style-type: none"><li>・ 長期専門家派遣 4人</li><li>・ 短期専門家2人</li><li>・ 機材供与（コンピューター、プロジェクター、プリンター）</li><li>・ 在外事業強化費</li></ul>
タイ側の投入	<ul style="list-style-type: none"><li>・ C/P配置 11人</li><li>・ 施設（プロジェクト事務所）</li><li>・ 現地業務費</li></ul>

## 第2章 調査結果

### 2-1 プロジェクトの進捗

#### 2-1-1 投入実績

##### (1) タイ側の投入

###### 1) C/Pの配置

10人のC/Pと4人の支援スタッフがプロジェクト活動に従事している。討議議事録(R/D)では10人とC/Pを3人の支援スタッフが配置されることになっており、ほぼ計画どおりに配置されている。プロジェクト開始からこれまでに土地区画整理部長を含めて3人のC/Pが異動になっている。

###### 2) 施設

日本人専門家の執務スペースや会議スペースなど、DPTから必要な施設が提供されている。

###### 3) 現地活動費

現地活動費はJICAとDPTによって負担されている。土地区画整理パイロット事業のうち1事業の事業費がDPTを通じてタイ政府に申請され、承認されている。

##### (2) 日本側の投入

###### 1) 専門家の派遣

4人の長期専門家と2人の短期専門家が派遣されている。派遣時期や派遣期間に若干の変更があったほかは、派遣計画に則した派遣となっている。専門家の専門分野と専門性の高さに関するC/Pの満足度は高い。

###### 2) 機材供与

事業計画に基づいて、ノートブック型コンピューター、マルチメディアプロジェクター、ビジュアライザーが各7台供与され、パイロット事業実施対象県のDPT県事務所に設置されている。供与された機材は適切に使用され、管理されている。

###### 3) 本邦研修

これまでに2回の本邦研修が実施され、研修参加者、研修参加者の上司、日本人専門家により研修効果が認識されている。研修成果は、既に土地区画整理事業に関する各種マニュアル・ガイドライン作成に反映されており、今後も作成に活用されていくことが期待できる。

#### 2-1-2 プロジェクト成果の達成進捗

成果2から4を産出するための活動実施がP0に比べて遅れている。以下の要因が活動実施の主な制約になっていると考えられる。

- ・プロジェクト開始後に、パイロット事業を開始するために法制度面での制約があることが明らかになった。土地区画整理事業を始めるために必要な政・省令、規則などが施行されていないため、プロジェクトはパイロット事業を開始することができていない。
- ・活動の重点をDPT県事務所・地方自治体の能力向上に置く前に、C/Pが土地区画整理事業実施を指導していくための実践面での能力強化を行う必要があった。
- ・C/Pのプロジェクト業務、プロジェクト外業務量が多い。

プロジェクト活動の多くはC/PであるDPT職員の能力向上と土地区画整理事業普及のための制度づくりに焦点が当てられている。DPT県事務所と地方自治体の能力向上に関する活動は、まだ十分には行われていない。

各成果の進捗状況を以下に要約する。

#### <成果1>

土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布若しくは承認される
指 標
1) 政・省令が公布される。
2) その他土地区画整理事業の実施に必要な基準が少なくとも5件承認される。
※ DMUDプロジェクトにおいて土地区画整理事業に必要なその他の基準の数（計25件）については確認済み。そのうち事業実施に必ず必要な基準5件を承認させるよう取り計らう。

土地区画整理事業に必要な政・省令は予定どおり起草されている。中間評価調査の時点では、6つの省令が土地区画整理委員会に認可されている。また、土地区画整理委員会の規則のうち、4規則が施行され、2規則が委員会によって承認され公布手続きが進められている。

認可されている政・省令の数は成果の指標を満たしているが、実際には土地区画整理事業を行うための法制度面での制約が残っており、パイロット事業が開始されていない。

#### <成果2>

DPT県事務所や地方自治体の土地区画整理M/Pの策定能力が強化される
指 標
1) M/P策定マニュアルが全県に配布される。
2) 全DPT県事務所及び必要な地方自治体が研修に参加する。
3) 全DPT県事務所及び必要な地方自治体が土地区画整理M/Pのドラフトを策定する。

プロジェクト開始後に、土地区画整理事業を行うために県M/Pと事業M/Pの2つのM/Pが必要であることが明らかになったため、計画を変更し、2つのM/Pづくりのためのマニュアルが策定されることになった。県M/P作成マニュアルは既に完成し、事業M/P作成マニュアルは作成中である。プロジェクト開始後に作成した年間活動計画表（APO）には2種類のマニュアルづくりが盛り込まれ、活動はAPOに沿って行われているが、プロジェクト全体の事業スケジュールを記載したPOに比べて活動の進捗が遅れており、成果達成の阻害要因になる可能性がある。

県M/P作成マニュアルは全DPT事務所に配布されている。中間評価調査中に行われた質問票調査の結果から読み取れるように、DPT県事務所のマニュアルに対する評価は必ずしも高いとはいえず、マニュアルのレベルについてDPT県事務所に確認していく必要がある。



土地区画整理事業・県M/P作成マニュアルに関する質問票結果（回答者：7 DPT県事務所、3 地方自治体）

- \* 理解度： ととも高い 1、高い 6、普通 2、低い 1、とても低い 0
- \* 満足度： ととも高い 3、高い 4、普通 2、低い 0、とても低い 0
- \* 有用性： ととも高い 1、高い 5、普通 1、低い 0、とても低い 0

2006年11月～12月にかけて全DPT県事務所、バンコク首都圏庁、ヤラー市役所に対して県M/P作成研修が実施された。研修参加者の研修に対する満足度は高く、質問票調査では9人の研修参加者のうち、7人が研修が非常に有効であったと回答している。

4DPT県事務所が既に土地区画整理県M/PをDPTに提出しており、少なくともパイロット事業をもつ10県のDPT事務所が2007年6月末までに県M/Pを提出することになっている。

### 〈成果3〉

DPT県事務所や地方自治体の土地区画整理事業実施計画策定能力が強化される
指 標
1) 土地区画整理事業実施マニュアルが全県に配布される少なくともパイロット事業のうち8つが事業実施計画の策定に着手する。
2) 全DPT県事務所及び必要な地方自治体が土地区画整理事業実施マニュアル研修に参加する。
3) 少なくともパイロット事業のうち8つが事業実施計画の策定に着手する。

プロジェクト開始後に成果3の内容と活動についてプロジェクト内で協議が行われ、成果3は土地区画整理事業地の換地計画に焦点を当てることが決められた。既に換地設計マニュアル(面積式、比例式の両方)のドラフトが作成されている。次回の本邦研修後に研修成果を反映させ、マニュアルを完成させることになっている。

### 〈成果4〉

DPT県事務所や地方自治体の土地区画整理事業運営能力が強化される
指 標
1) 土地区画整理事業運営指針が全県に配布される少なくとも20地区で地権者のうち3分の2以上が事業への賛成者となる。
2) 全DPT県事務所及び必要な地方自治体が土地区画整理事業運営指針研修に参加する。
3) 少なくとも20地区で地権者のうち3分の2以上が事業への賛成者となる。

成果4の内容と活動についてもプロジェクト内で整理され、土地区画整理事業の運管理営だけでなく、実施プロセスを対象にすることが決められた。中間評価時点までに土地区画整理事業の実施手続き(フローチャート)が作成され、3事業の資金計画が事例として作成されている。

ヤラー県での事業では、正式な様式を用いた地権者から合意の取りつけが進められている。その他の事業地では地権者会議が開催され、地権者の3分の2以上が非公式に事業の実施に合意している。プロジェクト終了時までに18の事業地で正式な様式を用いて地権者の3分の2以上が事業に賛成することが見込まれる。

## 〈成果5〉

民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる
指 標
1) 累計で100社に対し、セミナー、資料送付により土地区画整理制度の紹介がなされる。 2) 年1回(合計3回)民間事業者向けの研修が実施される。

土地区画整理事業の広報のための小冊子が作成され、660の団体・個人関係者に送付された。2007年2月22日には土地区画整理事業に関する第1回目のセミナーが開催され、多くの民間事業者を含めて、約180人が参加した。セミナー終了時に95人の参加者から回収した質問票の結果、セミナーの内容と目的に関する評価の平均点がそれぞれ3.74と3.65(満点5)であった。

### 2-1-3 プロジェクト目標の達成見込み

#### 〈プロジェクト目標〉

土地区画整理事業がタイにおいて普及するための官民双方の制度的基盤、官民双方の人的基盤が整備される
指 標
1) 少なくとも3件の土地区画整理事業が事業認可を受け事業が実施される。 ※日本では現在、都市計画決定から事業認可までの期間はおよそ2年以内を目途としている。しかし、タイでの事業認可までのプロセスを考慮するとプロジェクト期間内の事業認可については先行している10地区のうち3割が妥当と考える。

プロジェクト終了時までにはプロジェクト目標の指標が満たされる可能性は高い。いくつかのパイロット事業は実施準備が進められており、プロジェクト終了時までの事業開始が見込まれる。パイロット事業実施地のDPT県事務所と地方自治体に対して行った質問票調査では、14人の回答者のうち7人がパイロット事業が実施されると回答し、6人が実施される可能性が高いと回答している。

### 2-1-4 プロジェクト上位目標の達成見込み

#### 〈上位目標〉

土地区画整理事業が都市開発のなかで最も有効的な手法として継続的に実施され、都市環境の改善が図られる
指 標
1) 少なくとも毎年1件の土地区画整理事業が事業認可を受ける。

プロジェクト終了後にプロジェクトの成果によりプロジェクト上位目標が達成される可能性は高い。「1県1土地区画整理事業」の推進や土地区画整理事業基金の設立など、政策支援の推進に伴い、今後、土地区画整理事業の実施数が次第に増加していくことが見込まれる。

## 2-2 PDMの改訂

中間評価調査の一環として2007年5月21日、22日にワークショップが開催され、プロジェクトの主要C/Pや日本人専門家が参加した。ワークショップでは、以下のようにPDMを変更することが合意された。

		変更前	変更後	変更理由
1	上位目標指標	少なくとも毎年1件の土地区画整理事業が事業認可を受ける	平均で毎年1件の土地区画整理事業がフィジカル・ワーク*1を開始する *1 フィジカル・ワークには換地、土地調査、土地登記、工事を含む	上位目標の達成状況をより明確にするため。
2	プロジェクト目標指標	少なくとも3件の土地区画整理事業が事業認可を受け事業が実施される	プロジェクトが開発するマニュアルとガイドラインを活用して、少なくとも3件の土地区画整理事業が事業認可を受け工事が開始される	プロジェクト目標の達成状況をより明確にするため。 プロジェクトの活動との関係を明確にするために、「プロジェクトが開発するマニュアルとガイドラインを活用して」を追記。
3	成果1	土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布若しくは承認される	土地区画整理事業を実施するのに必要な政・省令、その他の規則等が公布される	英文PDMでの記述の整理に伴い、和文PDMでも「公布若しくは承認」を「公布」に変更。
4	成果1指標	1. 政・省令が公布される。 2. その他土地区画整理事業の実施に必要な基準が少なくとも5件承認される	土地区画整理事業開始に必要なすべての政・省令、その他の規則等がタイ2008年度の半ばまでに公布される (タイ2008年度は2007年10月から2008年9月)	必要な政・省令、その他の規則等の公布なしに土地区画整理事業を開始できないことが明らかになっているため。
5	成果2	DPT県事務所や地方自治体の土地区画整理M/Pの策定能力が強化される	土地区画整理事業の県M/P策定と事業M/P策定の制度的基盤、人的基盤が整備される	DPT県事務所と地方自治体の能力向上に重点を置く前に、中央を含めた土地区画整理事業の制度的基盤、人的基盤整備を推進する必要があると考えられたため。 これまでのプロジェクト内での協議を基に、M/Pを県M/Pと事業M/Pとした。
6	成果2指標	1. M/P策定マニュアルが全県に配布される。 2. 全DPT県事務所及び必要な	1. 全DPT県事務所がプロジェクトが作成するマニュアルを活用して土地区画整理	従来の指標のうち、活動と考えられる指標を削除。 M/Pを県M/Pと事業M/Pに

		<p>地方自治体が研修に参加する</p> <p>3. 全DPT県事務所及び必要な地方自治体が土地区画整理M/Pのドラフトを策定する</p>	<p>事業の県M/Pを策定し、県土地区画整理委員会から認可される</p> <p>2. プロジェクトが作成するマニュアルを活用して少なくとも4つの土地区画整理事業M/Pが策定される</p>	<p>分けたため、それぞれに指標を設定。</p> <p>事業M/Pの策定数は優先されるパイロット事業数に合わせて設置。</p>
7	成果3	DPT県事務所や地方自治体の土地区画整理事業実施計画策定能力が強化される	土地区画整理事業の換地に関する制度的基盤、人的基盤が整備される	<p>成果2の変更理由と同じ。</p> <p>これまでのプロジェクト内での協議を基に、成果3の対象を「実施計画策定能力」から「換地」に変更。</p>
8	成果3 指 標	<p>1. 土地区画整理事業実施マニュアルが全県に配布される</p> <p>2. 全DPT県事務所及び必要な地方自治体が土地区画整理事業実施マニュアル研修に参加する</p> <p>3. 少なくともパイロットプロジェクトのうち8つが事業実施計画の策定に着手する</p>	プロジェクトが作成するマニュアルとガイドラインを活用して、少なくとも4パイロット事業の換地計画が作成される	<p>従来の指標のうち、活動と考えられる指標を削除。</p> <p>対象事業数は優先されるパイロット事業数に合わせて設置。</p>
9	成果4	DPT県事務所や地方自治体の土地区画整理事業運営能力が強化される	土地区画整理事業の運営に関する制度的基盤、人的基盤が整備される	成果2の変更理由と同じ。
10	成果4 指 標	<p>1. 土地区画整理事業運営指針が全県に配布される。</p> <p>2. 全DPT県事務所及び必要な地方自治体が土地区画整理事業運営指針研修に参加する。</p> <p>3. 少なくとも20地区で地権者のうち3分の2以上が事業への賛成者となる</p>	プロジェクトが作成するガイドラインを活用して、少なくとも3パイロット事業が土地区画整理事業運営計画に基づいて実施される	<p>従来の指標のうち、活動と考えられた指標を削除。</p> <p>対象事業数はプロジェクト終了時点でに実施が予想されるパイロット事業数に合わせて設置。</p> <p>地権者との合意に関する指標は事業運営計画に含む。</p>
11	成果5	民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる	コンサルタント会社、建設会社、金融機関などの民間事業者における土地区画整理の理解を促進し、事業への参入をすすめる	対象（民間事業者）の特定。
12	成果5 指 標	1. 累計で100社に対し、セミナー、資料送付により土地区画整理制度の紹介がなされる	1. 土地区画整理部が民間事業者300社とコンタクトがある	対象数を現状に合わせて100社から300社に増加。 セミナーに関する指標をセミナー

		2. 年1回（合計3回）民間事業者向けの研修が実施される	2. セミナー参加者から回収された質問票で、セミナーの内容と土地区画整理事業への関心の平均点が70%を超える	実施回数から参加者の満足度と土地区画整理事業に対する関心度に変更。
13	活動	上記の成果の変更に伴い、各活動を修正。		
14	外部要因	以下の外部要因が認識され、PDMに追加された。 <ul style="list-style-type: none"> <li>・ タイ政府と地方自治体がパイロット事業実施のための予算をタイミングよく割り当てられる（プロジェクト目標達成のための外部要因）</li> <li>・ 必要な省令の認可過程に大幅な遅れが生じない（プロジェクト成果達成のための外部要因）</li> </ul>		

## 2-3 5項目評価

以下に評価5項目に基づく評価結果を記す。

### 2-3-1 妥当性

本プロジェクトの実施は、特に都市コミュニティのニーズ、タイ政府の開発政策との合致、都市環境の改善への貢献、日本の技術の優位性の観点から妥当だと考えられる。

#### 1) 都市コミュニティのニーズ

タイの都市部では人口増加と乱開発により生活環境の悪化と社会経済活動の非効率化が進んでおり、本事業は土地区画整理事業の推進を通じて、都市コミュニティの生活環境改善に対するニーズに合致すると考えられる。

中間評価調査の一環として土地区画整理パイロット事業地のDPT県事務所と地方自治体を対象に実施した質問票調査では、土地区画整理事業と本プロジェクトの重要性が高く認識されている。15人の質問票回答者のうち、11人が土地区画整理事業を都市開発のための非常に有効な手段と認識し、12人が本プロジェクトが土地区画整理事業の推進に非常に有効である回答している。

#### 2) タイ政府の開発政策との合致

本プロジェクトの実施はタイ政府の開発政策と合致している。タイ政府は2004年12月に土地区画整理法を施行し、土地区画整理事業を都市開発の有効な手段として推進している。また、タイ政府は第10次国家社会経済開発計画（2007～2011）のなかで、第9次計画を踏襲してコミュニティの生活環境の改善に重点を置いている。本プロジェクトは土地区画整理事業を通じた都市環境の改善により、国家計画の達成に寄与する。

#### 3) 土地区画整理事業の推進による都市環境の改善

本プロジェクトはタイの都市開発分野への日本政府の協力戦略の一環としても妥当である。

ると考えられる。本プロジェクトの先行事業である技術協力プロジェクト「DMUDプロジェクト」の成果が本プロジェクトの活動の下地になり、活用されている。本プロジェクトのアプローチの妥当性は、バンコク首都圏庁や国家住宅公社などの関係者からも広く認識されている。

本プロジェクトではパイロット事業として土地区画整理事業の実現可能性の高い事業地を選んでおり、実践を通じて教訓を引き出していくように配慮されている。パイロット事業数は、R/Dに記載されているように、プロジェクト開始時に治安状況をかんがみて最南部のヤラー県とナラティワート県の事業を除外し、10事業から8事業に減らしている。しかし、実際には除外された最南部2県の事業も本プロジェクトの活動対象になっており、パイロット事業は実質10事業であるといえる。プロジェクト後半は事業を迅速に進めるために、10パイロット事業のなかで先行している数事業の活動を優先的に行うことが適当であると考えられる。

#### 4) 日本の技術の優位性

本プロジェクトのC/Pは日本の土地区画整理事業の豊かな経験から学び、タイで土地区画整理事業を立ち上げていくことの重要性を強く認識している。

C/Pの技術レベルの向上については、C/Pと日本人専門家の双方が認識し、例として、換地設計や資金管理の面での能力向上などがあげられている。また、C/Pと日本人専門家の協働が、土地区画整理事業を進めるうえで必要な管理運営面での意識向上にも繋がっていると考えられる。

### 2-3-2 有効性

#### 1) プロジェクト目標達成の見込み

中間評価調査中に実施された関係者ワークショップのなかで、想定されているプロジェクト目標の達成状況をより明確にし、プロジェクトの活動との関係を明確にするようにプロジェクト目標の指標を変更することが合意された（「2-2 PDMの改訂」の表参照）。いくつかのパイロット事業は実施準備が進められ、プロジェクト終了時までにはタイ政府の予算を使って着工が始まる可能性が高いことから、改訂されたプロジェクト目標の指標はプロジェクト終了時までには達成可能であると考えられる。

#### 2) プロジェクト目標達成の制約要因

土地区画整理事業開始に必要な政・省令、規則などの施行の遅れによりパイロット事業の開始が遅れ、結果的にプロジェクト目的の達成を阻害することが懸念される。

パイロット事業開始の遅れは、事業対象地の地権者、DPT県事務所職員、地方自治体職員などの関係者のやる気をそぐおそれがある。

#### 3) 外部要因の変更

以下のプロジェクト目標達成のための外部要因は中間評価時点でも重要あり、かつ満たされている。

- ・ 研修受講者の半数が組織にとどまる。

中間評価調査中に実施された関係者ワークショップのなかで、土地区画整理事業の着工には適当な予算措置が必要であることから、下記の外部要因をPDMに追記することが合意された。パイロット事業実施に必要な予算がDPTを通じてタイ政府から配分される可能性は高いが、何らかの理由により配分が行われない、又は遅れる可能性がある。

- ・タイ政府と地方自治体がパイロット事業実施のための予算をタイミングよく割り当てられる。

### 2-3-3 効率性

#### 1) プロジェクト成果の達成度

各プロジェクト成果の達成度は「2-1-2 プロジェクト成果の達成進捗」のとおり。成果2から4を産出するための活動のなかに、POに記載されたスケジュールに比べて実施が遅れている活動がある。

#### 2) プロジェクト成果産出の貢献・制約要因

関連文献のレビューや関係者からの聞き取りから、以下の要因が成果の産出に寄与していると考えられる。

- ・APOを用いた詳細な活動計画の作成
- ・各成果に基づいたプロジェクト内ワーキンググループの設置など、日本人専門家を含めた主要関係者間の密なコミュニケーション
- ・C/Pの高いコミットメント
- ・土地区画整理委員会メンバーとその他の主要関係者の強いイニシアティブと高いコミットメント

各活動の詳細を記したAPOの作成とAPOに基づく各活動のモニタリングは、プロジェクト活動と成果のフォローアップを行う有効なツールであると考えられる。また、マネージャー会議、プロジェクト関係者月例会、隔週のワーキンググループミーティングなど、主要プロジェクト関係者間の定期的なミーティングが体系的なモニタリングメカニズムとして機能しており、今後も継続されていくべきである。こうした定期的なミーティングは技術移転と移転された技術の共有の場としても有効だと考えられる。

関連文献のレビューや関係者からの聞き取りから、以下の要因が成果産出の阻害要因になっていると考えられる。

- ・プロジェクト開始後に、パイロット事業を開始するために法制度面での制約があることが明らかになった。土地区画整理事業を始めるために必要な政・省令、規則などが施行されていないため、プロジェクトはパイロット事業を開始することができていない。
- ・活動の重点をDPT県事務所・地方自治体の能力向上に置く前に、C/Pが土地区画整理事業実施を指導していくための実践面での能力強化を行う必要があった。
- ・C/Pのプロジェクト業務、プロジェクト外業務量が多い。

### 3) 投入の質、量、タイミング

「2-1-1 投入実績」で記載したように、タイ側、日本側からの投入は、質、量、タイミングの点で概して適当である。特に、日本人短期専門家が行った研修に対するC/Pの満足度は高い。C/Pと日本人専門家の双方が、C/Pの業務負担の大きさが技術移転の制約になっている可能性があることを指摘している。

### 4) 外部要因の変更

プロジェクト開始時にはプロジェクト成果産出のための外部要因は認識されていなかった。中間評価調査中に実施された関係者ワークショップのなかで、必要な政・省令、規則などの施行が成果1の産出のために不可欠であるとの認識から、下記の外部要因をPDMに追記することが合意された。

- ・ 必要な省令の認可過程に大幅な遅れが生じない。

## 2-3-4 インパクト

### 1) プロジェクト上位目標達成の見込み

「2-1-4 プロジェクト上位目標の達成見込み」で述べたように、プロジェクト効果による制度的・人的基盤の整備と政策支援により、プロジェクト上位目標が達成される見込みは高い。

タイでは土地区画整理事業の実施例がないため、最初の事業の成果がDPT県事務所、地方自治体、民間部門、一般市民に土地区画整理事業全体の印象を与えるうえでとても重要な意味をもつと考えられる。最初の事業が成功例として認識されれば、関係者は土地区画整理事業により高い関心を示し、タイでの土地区画整理事業の推進が加速することが期待できる。逆に、最初の事業例が十分な成果を得られなかった場合、タイでの土地区画整理事業の将来に暗雲をなげかけることになりかねない。

### 2) その他のインパクト

土地区画整理事業は都市環境改善のための重要なツールとして認識されており、プロジェクト上位目標の達成がタイでの都市開発に寄与する可能性は高い。その他のプラス・マイナス面でのインパクトは関連資料のレビューや関係者からのヒアリングからは確認できなかった。土地区画整理パイロット事業が開始されていないことが主因として考えられる。質問票調査では複数のDPT県事務所と地方自治体職員が、土地区画整理事業の実施を通じて事業対象コミュニティのネットワークが強化されると回答しており、プロジェクトのインパクトとして期待できる。

### 3) 外部要因の変更

以下のプロジェクト上位目標達成のための外部要因は中間評価時点でも重要あり、かつ満たされている。

- ・ DPTの土地区画整理制度実施に対するプライオリティが変わらない。



## 2-3-5 自立発展性

### 1) 政策面

タイ政府は2004年12月にタイでの土地区画整理の礎となる土地区画整理法を施行し、都市開発の有効な手段として土地区画整理事業を奨励している。既に省庁の垣根を越えた土地区画整理委員会と6つのサブコミッティが国家レベルで設置されている。また、土地区画整理事業実施に必要なすべての政・省令、規則などが施行済みか認可済み、又は認可申請中であることから、土地区画整理事業が政策的に後退する可能性は低いと考えられる。

### 2) 制度面

本プロジェクトの実質的なC/P機関であるDPT内の土地区画整理部は、行政組織上は正式な部として認められていない。現在、正式な部としての認可を申請中であり、土地区画整理部長からのヒアリングでは、認可される見込みは低くはないとのことであった。土地区画整理部が正式な部として格上げされれば、人員配置や予算措置が強化され、土地区画整理部を通じてプロジェクト効果が維持・波及される可能性が高まる。

DPTはパイロット事業外の土地区画整理事業を行うための明確な計画をもっていない。しかし、土地区画整理事業は、「1県1土地区画整理事業」の推進や土地区画整理基金の設立などの政策支援を通じて、タイ国内で次第に広がっていくことが予想される。既に、いくつかの県では、DPTの支援により、パイロット事業以外の土地区画整理事業実施のための動きが出ている。

### 3) 資金面

DPTは10パイロット事業の予算措置のみを行い、それ以外の事業は地方自治体や他の事業実施主体が独自の予算措置を行うことを見込んでいる。10パイロット事業の実施を通じて土地区画整理事業の事例を示すことにより、官民双方の土地区画整理事業に対する財源が拡大及び多様化することが期待される。

### 4) 技術面

C/Pは、換地計画や資金管理など、実務経験を必要とする技術を除き、土地区画整理事業を普及していく基本的な技術を蓄積しているといえる。今後は、C/Pがパイロット事業の実施を通じて実践的な技術を習得し、技術の普及メカニズムを構築していく必要がある。

パイロット事業実施に向けた準備が進んでいる県が、土地区画整理事業の地域でのリソースセンターとなることが考えられる。また、中間評価調査中に実施した質問票調査では、DPT県事務所と地方自治体職員は、技術面での不足、予算措置、事業とプロセスに対する理解の低さ、など、土地区画整理事業導入に係る懸念を示しており、DPTは今後、関係機関の役割や責任の明確化など、事業実施メカニズムを考えていく必要がある。

## 2-4 提言

### 〈プロジェクトに対する提言〉

#### 2-4-1 土地区画整理事業の早期立ち上げのためのパイロット事業の絞り込み

- タイにおける土地区画整理制度の確立は2004年の土地区画整理法の施行によって最初の段

階を成功裏に達成した。現在は実質的に事業を進展させる時期であるといえる。

- 日本の土地区画整理に関する基本的な知識の普及はおおむね完了した。今後は、実務経験に裏打ちされた実践的な技術の蓄積が最も重要である。タイにおける土地区画整理事業の経験を各種マニュアルに反映し、それを伝えていくことが土地区画整理の普及に求められている。
- 土地区画整理事業の実例をみせることは、民間部門が土地区画整理事業に参画するためにも必要である。
- これまでは10パイロット事業の準備が進められてきたが、プロジェクト後半は対象事業を優先4事業に絞り込み、早急にタイで初の区画整理事業を立ち上げるべきである。

#### 2-4-2 土地区画整理事業立ち上げのために強化すべき取り組み

- 土地区画整理事業の早期立ち上げのために、以下の取り組みを行うことが提案される。
  - 1) 事業の早期立ち上げに向けた日本人専門家を含むワーキング・フォーメーションの構築
  - 2) DPT県事務所・地方自治体との移転技術の共有（OJT）及びDPTからの指導の強化
  - 3) 土地区画整理事業開始に必要な政・省令、規則などの早急な特定と、承認・施行のフォロー
  - 4) 土地区画整理事業実施のための総合的な運営計画の作成（DPT県事務所の強化や資金管理を含む）と関係機関による運営計画の共有と進捗管理

#### 2-4-3 関係者間の一層のコミュニケーションの強化

- 定例会議（ステアリングコミッティ会議、マネージャー会議、プロジェクト関係者月例会、ワーキンググループ会議）はおおむね予定どおり開催され必要な協議が行われている。こうしたコミュニケーションの枠組みは維持、強化されるべきである。
- 土地区画整理部内でのプロジェクト実施に必要な情報共有が促進されるべきである。

#### 2-4-4 P0の改訂

- 中間評価結果と改訂されたPDMを基にP0を改訂し、投入のレビューを行う必要がある。

### <DPTに対する提言>

#### 2-4-5 実際の土地区画整理事業立ち上げのための制度基盤の整備

- これまで、主に土地区画整理事業実施のために必要となる技術的な準備を行ってきた。しかし、実際の事業実施のためには技術面だけではなく、各機関との役割分担を含む組織体制、資金手当てといった制度面での準備が不可欠である。
- 実際の事業の実施には、どのような組織体制・人員配置が必要となるのか、また、事業資金はどのように手当てするのか、など、1年以内に最初の事業を開始するとすれば、こうした課題に早急に対応していかなければならない。現在土地区画整理事業を最もよく理解しているC/Pの努力だけでは、事業を実施することは不可能である。
- 特に、DPT、DPT県事務所、地方自治体の役割分担を明確にし、各機関が責任をもって役割を果たすことのできる体制づくりが重要である。

#### 2-4-6 土地区画整理事業に関する長期的展望の作成

- DPTが5年後、10年後に土地区画整理事業をどういう方向にもっていくのか、DPTとして明確な青写真をつくるべきである。

## 第3章 総 括

### 3-1 土地区画整理促進の課題

#### (1) 本プロジェクトの課題

今回の中間評価は、全体で4年間のプロジェクト期間の2年半を残した時点で、当初のPDMに示されたプロジェクト設計を見直すとともに、この項で述べる本プロジェクト推進のための課題とそのための今後の方向性、重要な事項を相手機関と改めて具体的に共有できたという点で、非常によいタイミングであったといえる。

当初PDMの思想は、端的に言えば1999年～2005年まで6年間にわたって行われた「DMUDプロジェクト」で行われた「区画整理を中心とした都市開発に関するトレーニング成果」と「区画整理パイロットプロジェクトの発掘」を土台として、タイにおける実際の土地区画整理事業実施のために必要なマニュアル等の整備、それを基にしたトレーニング、そしてそれらを踏まえての実際のパイロットプロジェクトの推進に資する事業を実施する、ということであった。

しかし、上記の考え方に基づいて設計された本プロジェクトは以下の大きな課題を有していた。

- 1) 当初は、DMUDで行われたトレーニングにより、DPT C/Pには区画整理技術が相当程度移転されたので、本プロジェクトにおいては、DPT Provincial OfficeやBMAを含むLocal Administrationを対象に技術の普及を図っていけばよいと考えられていた。しかし、DMUDで行われたトレーニングは基礎的な技術(知識)の習得であり、実際のパイロットプロジェクト実施のためには、更により実地的な技術をDPT C/P自身が習得する必要がある。それにより、C/Pたちは自らの区画整理技術を掘り下げる(実務的技術の習得)と同時に、当初の目的であった地方への技術移転のためのマニュアルづくり、地方向けトレーニング等を同時並行的に行わなければならなくなった。さらに、Private Sectorに対する区画整理の理解促進活動も本プロジェクトで求められた結果、キーとなるC/P数名に過大なロードがかかり、簡単にいえば目の前の課題に追われ、本来最も重要な区画整理事業促進のための中長期的な戦略を描けなかった。いうまでもなく、実際の区画整理事業実施のためには技術的な側面だけでなく、事業実施体制(DPTと地方の役割分担、実際の人の貼り付け)や資金手当て等のInstitutionalな部分の整備も不可欠であるが、これについてほとんど具体的な展望をもちえなかった。
- 2) 当初計画では、10のパイロットプロジェクトを同時に進め、更に18の区画整理事業について地権者の3分の2以上の賛成を得ることがプロジェクトのアウトプットとして求められていた。1)に記したように「DMUDでDPTの技術習得は完了、次は地方だ。パイロット事業を中心に区画整理事業の全国展開を図る」という当初の考え方は、上記1)と同等の理由により、達成目標としては過大であるとともに、タイにおける真の区画整理制度確立に向けて最適なアプローチであるかと問われれば、そうではないといわざるを得ないであろう。

#### (2) 全国への技術普及から実際の事業立ち上げによる知見の習得・蓄積へのシフト

DMUDを含め、これまで行われてきたJICA技術協力の成果(技術移転レベル)及び、その結果としての2004年の区画整理法の施行、そして関連法令等の準備実施という現在の状況を考えると、

タイにおける真の区画整理制度確立に今最も必要なことは、実際の区画整理事業から身をもって学び、そこで得られた知見を地方やPrivate Sectorに対して普及していくことである。実際に外科手術を経験していない者たちが手術手法を教科書で学び、自らもマニュアルを作成してそれを普及し、「さあみなさんも一緒に手術をしましょう」と言っても真の理解が得られないのは自明である。まず、指導医師の立会いの下に自ら手術を経験することで、はじめて実際の技術が習得され、それを見ている人たちも、そのように行えばよいのかと納得するのである。

そのため、今回の中間評価で打ち出したことの核心は、対象区画整理事業を絞り込んで、できるだけ早期に実際の事業を行うという1点である。このことをポイントとしてPDMが見直され、提言がなされた。その結果は、本報告書に示すとおりであるが、具体的には、これまでの事業の進捗を踏まえ、3地区（Lampang, Yala, Samut Sakhon地区を想定）の事業着手（事業認可手続きだけでなく、実際に事業を動かすこと）をプロジェクト目標の指標とし、これに加え、1地区（Nan地区を想定）については、事業着手までは至らなくとも実際の事業計画立案まではもっていくことをアウトプットの指標とした。今後本事業をすすめるなかにおいては、さらにこれら事業の優先順位づけを図って1地区に絞り込み、早期事業着手を実現させる必要があると考える。

### （3）見直しに沿ったP0の見直し

今回のPDMの見直しを受けてP0の見直しがなされるはずであるが、実際の事業着手に向けて最も効果的、効率的な道は何か、という視点からP0を見直す必要がある。例えば、技術移転の対象となる地方は優先事業に関連するLocal Administrationに限定する、Private Sectorへの普及は実際のプロジェクトの立ち上げを踏まえた経験を伝えるものとする、などである。事業着手前に整備するマニュアル等の整備はできるだけシンプルなものとし、事業立ち上げのあとにタイの経験を踏まえて肉付けされていくことが望まれる。その段階になれば、JICA専門家の多くの支援がなくとも、タイ側関係者の力で経験に裏付けされた技術が蓄積されていくものとする。短期専門家の投入や本邦研修のタイミングもそのような文脈のなかで再考される必要がある。真の意味でのオンザジョブ・トレーニング（On the real LR project training）が求められているのである。

### （4）体制整備も重要である

最後に、事業実施のためのInstitutionalな整備の重要性を強調しておきたい。これについては、「役割分担に基づく予算手当」に関する条件をプロジェクト目標達成のための外部条件に、「関係法令整備」に関する条件をアウトプット達成のための外部条件に加えるとともに、提言部分においては、今回の提言は本プロジェクトに対する提言とDPTに対する提言の2段階とし、DPTに対する提言のなかに、Institutional set-upについて言及した。これについては本事業が扱う範囲を超えているものであるが、技術の確立と予算を含む体制の確立は事業実施のための両輪であるので、体制整備についてJICA側が継続的に注意し、長期専門家から必要な提言を行っていくことも重要である。

### 3-2 団長所感

タイにおける区画整理事業は、2004年12月に土地区画整理法が施行されたことにより、第一歩を踏み出した。土地区画整理促進プロジェクトは、タイにおいて実質的な土地区画整理事業を実施すべく、制度的基盤、人的基盤整備を支援することを目的としている。

当初、実際に事業を実施するのに必要な省令、局令、土地区画整理委員会令はすぐ施行されるものと考えられていたが、プロジェクト開始後、これらの法令の承認には予想以上に時間がかかることが判明した。パイロットプロジェクトを開始するのに必要な法令がすべて承認されるのは、2008年3月頃になる見込みである。

プロジェクトの前半で、日本の区画整理事業に関する基本的なノウハウの技術移転をDPTスタッフに行っており、今後は、実務経験に基づいた実践的な技術を習得していく必要がある。

今、タイにおける区画整理事業を推進するにあたって一番重要なことは、実際にパイロット・プロジェクトを実施し、DPT、スタッフそしてパイロット・サイトのDPT県事務所、地方自治体が実践的な技術・ノウハウを蓄積し、マニュアルに反映していくこと、そして民間業者に土地区画整理事業の実例をみせることである。

そのためには、対象プロジェクトのなかから優先度の高いものに集中し、早期に事業を開始すべきである。それに伴って、実際に事業を行う体制をつくっていく必要がある。DPTのプロジェクトC/Pだけでこれを進めていくのは困難であり、DPTの体制を見直すとともに、DPT県事務所、自治体のそれぞれが責任をもって役割を果たす体制を構築することが求められる。

DPTのC/Pは多忙ななかで、それぞれ最大限の努力をしてプロジェクトの実施に邁進している。ただ、日々の業務に追われ、これまではプロジェクトの上位目標である、タイの土地区画整理事業を継続的に実施していくにはどうしたらよいか、ということを考える余裕がなかったのではないと思われる。今回中間評価調査を機に、5年後、10年後に土地区画整理事業をどうしていくかということDPT及び関係者が考え、明確なビジョンをもつことが望まれる。

## 付 属 資 料

1. Minutes of Meetings (M/M)
2. Record of Discussions (R/D)
3. List of Interviewees
4. Summary of Interview Results
5. Summary of Questionnaire Results





**MINUTES OF MEETING**  
**BETWEEN**  
**THE JAPAN INTERNATIONAL COOPERATION AGENCY**  
**AND**  
**DEPARTMENT OF PUBLIC WORKS AND TOWN & COUNTRY PLANNING,**  
**MINISTRY OF INTERIOR**  
**FOR**  
**THE PROJECT ON THE LAND READJUSTMENT PROMOTION**  
**MID-TERM EVALUATION**

The Mid-Term Evaluation Study of the Project on the Land Readjustment Promotion (hereinafter referred to as “the Project”) was conducted by Japan International Cooperation Agency (JICA) from 8<sup>th</sup> to 25<sup>th</sup> of May 2007.

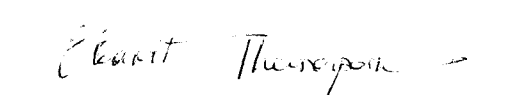
During the study, the Evaluation Team assessed the achievements of the Project since its commencement in November 2005 by reviewing documents, interviewing relevant individuals, and distributing questionnaires to relevant organizations. The Evaluation Team also conducted a workshop to share the study result and review the project design on 21<sup>st</sup> and 22<sup>nd</sup> of May 2007.

Through these exercises, both the Japanese and Thai parties came to an agreement regarding the evaluation results including recommendations as described in the Mid-Term Evaluation Report attached hereto.

25<sup>th</sup> May 2007



Mr. Masazumi Ogawa  
Deputy Resident Representative  
Japan International Cooperation Agency  
Thailand Office



Mr. Ekawit Theeraporn  
Deputy Director-General  
Department of Public Works and Town  
& Country Planning  
Ministry of Interior

Attachments:

1. Mid-Term Evaluation Report
2. Evaluation Grids
3. Revised Project Design Matrix (PDM)
4. Lists of Inputs

**PROJECT ON THE LAND READJUSTMENT PROMOTION  
MID-TERM EVALUATION REPORT**

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  - 8-6 Clarification of long-term goals of Thai LR

*Ekanit*



## 1. Background and Purpose of the Evaluation Study

JICA has been supporting the Government of Thailand in the urban development sector for more than twenty years. As a part of the assistance, the Project on the Development Method of Urban Development (DMUD Project) was implemented during 1999 – 2005 for the project period of 6 years. The DMUD Project established a base for the implementation of Land Readjustment (LR) in Thailand, including the enforcement of the Land Readjustment Law in December 2004. Following the successful implementation of the DMUD Project, JICA decided to continue the support for the promotion of LR and ‘the Project on the Land Readjustment Promotion’ was launched in November 2005 based on the request of the Government of Thailand. The Project aims to continuously promote the LR method in urban development in both public and private sectors.

As the Project is reaching at the middle of the project period, a mid-term evaluation study was planned in order to examine the achievement of the Project.


The Mid-Term Evaluation Study had the following five objectives.

- 1) To review the progress of the Project and evaluate the achievement in accordance with the five evaluation criteria, namely relevance, effectiveness, efficiency, impact, and sustainability
- 2) To analyze and clarify the factors to promote/impede the progress of the Project.
- 3) To consider the direction of the Project and necessary actions to be taken
- 4) To revise the Project Design Matrix (PDM) according to the necessity
- 5) To summarize the result of the study in a report

## 2. Mid-Term Evaluation Team members

The Evaluation Team was composed of following members.

	Member's Name	Position
1	Mr. Masazumi Ogawa (Team Leader)	Deputy Resident Representative, JICA Thailand Office
2	Mr. Takeo Ochi (Land Readjustment)	Senior Advisor, JICA
3	Ms. Kiyoka Takeuchi (Cooperation Planning)	Assistant Resident Representative, JICA Thailand Office
4	Mr. Takehiro Iwaki (Evaluation Analysis)	Consultant of JICA Thailand Office, IC Net Asia Co., Ltd.

*E. Lanet.* 

### **3. Methodology of Evaluation Study**

#### **3-1 Method of Evaluation**

The evaluation study was conducted by comparing the design and outcomes of the Project using the five evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability as briefly explained below. Evaluation Grids were produced to compare the outcomes of the Project with its design.

##### **1) Relevance**

An overall assessment of whether the Project Purpose and the Overall Goal are in line with the policies of the counterpart country and donors and with the counterparts' needs and priorities.

##### **2) Effectiveness**

A measure of whether the Project Purpose will be achieved. This is then a question of the degree to which the Project Outputs contributes to the achievement of the intended Project Purpose.

##### **3) Efficiency**

A measure of the extent to which the Project has generated Project Outputs in relation to the total resource inputs.

##### **4) Impact**

The positive and negative changes, produced directly and indirectly as the result of the Project.

##### **5) Sustainability**

An overall assessment of the extent to which the positive changes achieved by the Project can be expected to last after the completion of the Project.


#### **3-2 Study Area**

Information necessary for this evaluation study was collected in Bangkok without field visits to the pilot project sites due to the time limitation of the study. Information from Provincial Offices of Department of Public Works and Town & Country Planning (DPT) and concerned Local Authorities (LA) in 10 pilot project sites was collected through questionnaires. Representatives from DPT Provincial Offices of Nan and Lampang were also interviewed in Bangkok to provide necessary information for the evaluation study.

#### **3-3 Method of Survey**

##### **1) Document review**

Relevant project documents, such as Record of Discussions, meeting minutes of various meetings, and reports of Japanese experts, were reviewed to examine the achievement and implementation process of the Project.

*E. Karit.* 

## 2) Questionnaires

Questionnaires were distributed to and collected from the persons in charge of 10 LR pilot projects at the DPT Provincial Offices and LA. Answers were compiled and analyzed to identify any trends in the answers to the survey items.

## 3) Interviews

A series of interviews were conducted with different groups, such as concerned personnel of LR Bureau and other concerned personnel of DPT, representatives of DPT Provincial Offices, Japanese experts, and concerned organizations. The interview was intended not only to evaluate the achievement of the Project but also to identify contributing and impeding factors of the achievement.

## 4) Workshop

A two-day workshop was conducted on 21-22 May 2007 with the participation of the Project Steering Committee members, the counterparts personnel of LR Bureau, Japanese experts, and Evaluation Team members to share the evaluation result, collect further information, and revise the PDM.

## 4. Achievement of the Plan

### 4-1 Achievement of Inputs

#### 1) Inputs from the Thai side

##### a. Assignment of the counterparts

10 counterparts and 4 supporting staff members are involved in the project work. The number is more than the original project design in which 10 counterparts and 3 supporting staff members were expected. 3 counterpart personnel, including the Director of LR Bureau, Project Manager of the Project, have been transferred.

##### b. Provision of facilities

The facilities essential for the Project, such as working space and meeting venue, have been provided by DPT.

##### c. Local Expenditure

Administrative and operational expenses for the Project were shared by JICA and DPT. Budget for one pilot project has been allocated by the Government of Thailand through DPT.

#### 2) Inputs from the Japanese side

##### a. Dispatch of Experts

4 long-term experts and 2 short-term experts were dispatched to the Project as planned, except changes in the timing and duration of short-term experts. Level and field of expertise have been satisfied by the counterparts.



b. Provision of equipment, machinery and materials

Project equipments were installed at DPT Provincial Offices of the pilot project sites as planned to carry out the activities effectively. All the project equipments are being used and maintained properly.

c. Training in Japan

Training courses for the counterparts in Japan were conducted as planned. Both the counterparts and Japanese experts recognized the effectiveness of training courses in Japan. Outputs of the training courses have been, and will be, reflected in the development of manuals and guidelines.

**4-2 Achievement of Project Outputs**

Implementation of project activities under the Output 2-4 has been behind the implementation schedule described in the Plan of Operation (PO). Following issues are identified as major constraints to the achievement of activity target.

- It was found after the commencement of the Project that there are legal conditions to start LR projects. The Project has not been able to start the pilot projects without the enforcement of concerned ministerial orders and other rules and regulations.
- It was necessary to strengthen the capacity of the counterparts on the practical issues of the LR project before directing the focus of the Project on the enhancement of capacity at provincial level.
- Heavy workload on the counterparts of project and non-project activities is considered as a constraint to the achievement of the activity target.

Due to the factors mentioned above, the majority of project activities have been focusing on the capacity development of the counterparts at DPT and development of the institutional base at the central level. The enhancement of the capability of the DPT Provincial Office and LA has not been focused yet.

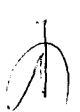
Progress of each Output is summarized below.

<OUTPUT 1>

A ministerial regulation is authorized, and necessary rules & regulations for implementation of the LR and other rules & regulations are established
Indicator
1) One ministerial regulation is authorized
2) At least 5 necessary rules & regulations for implementation of the LR are authorized

Necessary rules and regulations were drafted as planned. At the time of mid-term evaluation, 6 ministerial orders were approved by the LR Committee, 4 LR Committee regulations were enforced, 2 LR Committee regulations were approved by the LR Committee and are waiting for the enforcement.

Although the numbers of ministerial orders and other rules and regulations which have been approved are more than the numbers targeted as indicators, there is still a legislative constraint to start the implementation of LR projects.

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<OUTPUT 2>

Capabilities of DPT Provincial Offices and LA to draft “LR Project Master Plan” are enhanced
Indicator
1) A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA
2) All DPT Provincial Offices and necessary LA join training courses
3) All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan

The Project decided to develop two manuals to meet the legislative system in Thailand, namely Manual for LR Provincial Master Plan and Manual for LR Project Master Plan, after the commencement of the Project. The Manual for LR Provincial Master Plan has been developed and the Manual for LR Project Master Plan is under development. The implementation of activity has been delayed in comparison with the original PO. Though, the implementation is on schedule based on the Annual PO (APO) developed by the Project, the delay against PO may affect the production of the Output.

The Manual for LR Provincial Master Plan was distributed to all DPT Provincial Offices. Based on the result of questionnaire survey conducted during the evaluation study, it can be said that there are rooms to examine the level of the Manual through the discussion with DPT Provincial Offices.

Result of assessment on the Manual to draft LR Provincial Master Plan (respondents: 7 DPT Provincial Offices and 3 LA)


- \* Level of understanding: Very high 1, High 6, Fair 2, Low 1, Very low 0
- \* level of satisfaction: Very high 3, High 4, Fair 2, Low 0, Very low 0
- \* Level of usefulness: Very high 1, High 5, Fair 1, Low 0, Very low 0

Trainings on drafting LR Provincial Master Plan were conducted during November to December 2006 for all the staff of DPT Provincial Offices and LA (Bangkok Metropolitan Administration and Yala Municipality). The satisfaction of participants on the effectiveness of the trainings was high as 7 of 9 respondents recognized the training course as highly effective.

4 DPT Provincial Offices submitted the draft of LR Provincial Master Plan. At least 10 provinces of the pilot projects are expected to submit the draft of the Master Plan by the end of June 2007.

<OUTPUT 3>

Capabilities of DPT Provincial Offices and LA to formulate implementation plan of LR project are enhanced
Indicators
1) A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA
2) All DPT Provincial Offices and necessary LA join training courses
3) At least 8 pilot projects start to formulate implementation plan of LR project

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It was discussed and decided in the Project that the Output and activities under this Output focuses on the replotting design of LR site. The manual for replotting (both of area method & proportional method) was drafted. The draft will be finalized after the completion of next training course in Japan to reflect the training outputs in the manual.

<OUTPUT 4>

Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced
Indicators
1) A guideline for management of LR project is distributed to all DPT Provincial Offices and necessary LA
2) All DPT Provincial Offices and necessary LA join training courses
3) At least 18 LR projects gain more than 2/3 agreement of land owners

It was also discussed and decided in the Project that the Output and activities under this Output covers not only management but also implementation process of the LR project. By the time of mid-term evaluation, procedure for LR project implementation (Flow Chart) and financial plan of 3 LR projects have been developed as case studies.

Collection of agreement by using the official form is under process at Yala Project. In other pilot projects, landowners' meetings were held and more than 2/3 landowners informally agreed on the implementation of LR projects. There is a good perspective that 18 LR projects gain more than 2/3 agreement of land owners.

<OUTPUT 5>

Private sector promotes understanding of LR project and joins LR projects
Indicators
1) Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets
2) A LR seminar for the private sector is held once a year. (Total 3 times)


Leaflets for the promotion of LR project was developed and distributed for 660 targets. The 1st seminar was held on 22<sup>nd</sup> February, 2007 with 180 participants, in which many were from the private sector. Based on the questionnaires collected from 95 participants, average mark for the assessment on seminar contents and objectives were 3.74 and 3.65 (out of 5), respectively.

**4-3 Achievement of Project Purpose**

<PROJECT PURPOSE>

The institutional base and human resource base in both public and private sectors are established in order to promote LR projects in Thailand
Indicators
1) At least 3 LR projects are approved by provincial LR committees and implemented during this project

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There is a good chance to achieve the Indicator of the Project Purpose. Some pilot projects are advanced and are likely to be implemented by the end of the Project. In the questionnaire survey to DPT Provincial Offices and LA of the pilot sites (total 14 respondents), 7 answered the pilot project will be realized and 6 answered the pilot project may be realized.

#### 4-4. Achievement of Overall Goal

<OVERALL GOAL >

LR method is continuously utilized as the most effective urban development method, and urban environment is improved
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Indicator
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1) At least 1 LR project is approved by provincial LR committees in each year after this project
--

There is a good chance for achieving the Overall Goal based on the outcome of the Project and approval of necessary orders and other rules and regulations. It is expected that the number of LR projects increases gradually in accordance with the policy support such as the promotion of 'One Province, One LR Project' and establishment of LR Fund.

#### 5. Revision of the PDM

During the workshop conducted on 21<sup>st</sup> - 22<sup>nd</sup> May 2007, participants, including the project counterparts and JICA experts, agreed to make the revisions to the PDM as below.


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		BEFORE THE REVISION	AFTER THE REVISION	REASONS OF REVISION
1	Indicator of Overall Goal	At least 1 LR project is <u>approved</u> by provincial LR committees in each year after this project	1 LR project <u>starts the physical work</u> *1 in each year in average *1 The physical work includes replotting, land survey, land registration, and construction work	It was considered better to describe the situation for the achievement of the Overall Goal more specifically.
2	Indicator of Project Purpose	At least 3 LR projects are approved by provincial LR committees and <u>implemented</u> during this project	At least 3 LR projects are approved by provincial LR committees and <u>start the construction work by utilizing the manuals and guidelines developed by the Project</u>	It was considered better to describe the situation for the achievement of Project Purpose more specifically.  The phrase 'by utilizing the manuals and guidelines developed by the Project' was added to clarify the linkage with project activities.
3	Output 1	A ministerial regulation is authorized, and necessary rules & regulations for implementation of the LR and other rules & regulations are established	Ministerial orders and other rules and regulations for the implementation of the LR project are enacted	The statement was rephrased for easier understanding.
4	Indicators of Output 1	1. One ministerial regulation is authorized. 2. At least 5 necessary rules & regulations for implementation of the LR are authorized	Ministerial orders, and other rules and regulations necessary for starting pilot projects are enacted by the middle of Thai FY 2008 (from Oct.2007 to Sep. 2008)	It was found that the LR project cannot be started without the enforcement of necessary orders, rules and regulations
5	Output 2	<u>Capabilities</u> of DPT Provincial Offices and LA to draft " <u>LR Project Master Plan</u> " are enhanced	<u>Institutional base and human resource base to develop LR Provincial Master Plan and Project Master Plan</u> are established	It was considered appropriate to emphasize on the establishment of institutional and human resource bases before directing the focus on the enhancement of capability at provincial level.  The Master Plan is divided to the Provincial Master Plan and Project Master Plan based on the decision of the Project.
6	Indicators of Output 2	1. A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan	1. All DPT Provincial Offices develop LR Provincial Master Plans by utilizing the manual developed by the Project and the Plans are approved by the Provincial LR Committees. 2. At least 4 LR Project Master Plans are drafted by utilizing the manual developed by the Project	Indicators which were considered as activities were deleted. As the Master Plan is divided to Provincial Master Plan and Project Master Plan, indicators regarding both Master Plans were developed.  The number of target for the development of LR Project Master Plan was set based on the number of prioritized pilot projects.

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7	Output 3	Capabilities of DPT Provincial Offices and LA to formulate <u>implementation plan</u> of LR project are enhanced	Institutional base and human resource base for the <u>replotting</u> of LR Project are established	Same with the Output 2 The field under this Output was changed from 'implementation plan' to 'replotting' based on the decision of the Project.
8	Indicators of Output 3	1. A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. At least 8 pilot projects start to formulate implementation plan of LR project.	Replotting plans of at least 4 LR projects are formulated by utilizing the manuals and guidelines developed by the Project	Indicators which were considered as activities were deleted. The number of target was set based on the number of prioritized pilot projects.
9	Output 4	Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced.	Institutional base and human resource base for the management of LR projects are established	Same with the Output 2
10	Indicators of Output 4	1. A guideline for management of LR project is distributed to all DPT Provincial Offices, necessary LA. 2. All DPT Provincial Offices and necessary LA join training courses. 3. At least 18 LR projects gain more than 2/3 agreement of land owners.	At least 3 LR projects are implemented based on the LR project management plan by utilizing the guideline developed by the Project	Indicators which were considered as activities were deleted. The number of target was set based on the expected number of pilot projects under implementation at the time of the completion of the Project. The Indicator on the agreement with land owners is integrated in the project management plan.
11	Output 5	Private sector promotes understanding of LR project and joins LR projects	Private sector, <u>such as consulting and construction companies and financial institutions</u> , promotes understanding of LR project	The statement was revised to specify the target and to make the target realistic to be achieved within the project period.
12	Indicators of Output 5	1. Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets. 2. A LR seminar for the private sector is held once a year. (Total 3 times)	1. LR Bureau has contact with at least 300 private sector representatives 2. Average marks for the understanding of the seminar contents and interests for LR project by respondents of the questionnaire survey conducted at the end of seminar exceed 70%.	The number of target was changed based on the situation of LR in Thailand. Level of satisfaction and interest by participants were applied as indicators for the conduct of seminars rather than the numbers of seminar.
13	Activities	Activities were modified according to the changes of Outputs mentioned above.		
14	Important Assumptions	Following two important assumptions were identified and added to the PDM <ul style="list-style-type: none"> <li>• Central and local governments allocate budget for pilot projects in a timely manner (to achieve Project Purpose)</li> <li>• There is no significant delay in the legislative process (to achieve Output 1)</li> </ul>		

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## 6. Evaluation Based on Five Evaluation Criteria

Result of the evaluation based on five evaluation criteria are described below.

### 6-1 Relevance

The Project is relevant particularly in terms of needs of urban communities, development policies of Thailand, strategy to improve urban environment through LR, and technical advantage of Japan.

#### 1) Relevance to the needs of urban communities in Thailand

As the living condition and efficiency of socio-economic activities is being deteriorated in urban areas in Thailand by the increase in urban population and disorderly development, it is considered that the Project meets the needs of urban community for the improvement of their living environment through the promotion of LR.

In the questionnaire survey conducted during the evaluation study, relevance of LR and the Project to urban development was highly recognized by DPT Provincial Office and LA. 11 of 15 respondents of DPT Provincial Office and LA recognized LR as an effective approach for urban development and 12 of them recognized the Project as highly effective for the promotion of LR.

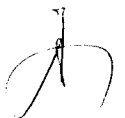
#### 2) Relevance to the priority of the development policies of the Government of Thailand

The Project is consistent with the development policy of the Government of Thailand. Thailand enacted the Land Readjustment Law in December 2004 and has been promoting LR as an effective method for urban development. In the 10th National Socio-Economic Plan, the Government of Thailand puts emphasis on strengthening and improving living condition of the community following the 9th Plan. It is considered that the Project contributes to the achievement of the national plan by the improvement of urban environment through the promotion of LR.

#### 3) Effectiveness of the project strategy to improve urban environment through LR

The Project approach is appropriate in the long-term cooperation strategy of the Government of Japan in the field of urban development in Thailand. The outputs of the preceding technical cooperation project (DMUD) are utilized as groundwork of the project activities. The appropriateness of the project approach was widely recognized during the interview with stakeholders, including Bangkok Metropolitan Administration and National Housing Authority.

The selection of pilot provinces which had higher feasibility to realize LR project appears appropriate to draw lesson learnt through the actual implementation of LR projects. Although the number of pilot projects was reduced from 10 to 8 by excluding the projects in Yala and Narathiwat due to security reason at the time of project formation as described in the Record of Discussion (R/D), practically the number of pilot projects is 10 as the pilot projects in these two provinces have been directly involved in the project activity. However, at the time of this mid-term evaluation, it is considered better to give priority to some advanced pilot projects among 10 pilot projects to intensively promote the

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implementation.

#### 4) Technical advantage of Japan

The counterparts highly recognize the importance to learn from the rich experience of LR in Japan to launch LR in Thailand where there is no experience of LR.

Both of the counterparts and Japanese experts recognize the improvement of technical capacity of the counterparts, such as improvement in the field of replotting and financial management. Frequent interaction with Japanese experts also contributed to the increase in the awareness on the necessary management issues on LR projects.

### 6-2 Effectiveness

#### 1) Prospects of achieving the Project Purpose

Participants in the workshop conducted during the evaluation study agreed to change the Indicator of the Project Purpose to describe the situation for the achievement of Project Purpose more specifically and to clarify the linkage with project activities as presented in the table in the section 5. There is a high chance to achieve the revised Indicator of the Project Purpose by the end of the Project. Some pilot projects are advanced and are likely to start the construction work with the budget allocation by the Government of Thailand through DPT by the end of the Project.

#### 2) Constraining factors for the achievement of the Project Purpose

There is a concern that the delay in the enforcement of necessary ministerial orders and other rules and regulations necessary to start LR projects postpones the commencements of pilot projects and, eventually, hamper the achievement of the Project Purpose.

It is also noted that the delay in the commencement of LR projects due to the incompleteness of legal environment will discourage the concerned persons, such as landowners and staff of DPT Provincial Offices and LA, who have been waiting for the approval of LR projects and further step for the implementation.

#### 3) Changes in important assumptions

There is a following important assumption to achieve the Project Purpose.

- Half of the trainees remain to work for the respective organizations.

The assumption remained relevant to the Project and has been met.

In the workshop conducted during the evaluation study, following important assumption was identified and added to the PDM based on the recognition that LR projects can not start the construction work

without allocation of the appropriate budget. Though the budget for the pilot projects will likely to be allocated by the Government of Thailand through DPT, there may be a chance for the misallocation or delay in approval.

- Central and local governments allocate budget for pilot projects in a timely manner

### 6-3 Efficiency

#### 1) Achievement of the Project Outputs

Achievements of each Output are examined in the Section 4-2 of this report. Implementation of some activities under the Output 2-4 is behind the implementation schedule described in the PO.

#### 2) Contributing and constraining factors for the achievement of the Project Outputs

There are contributing factors for the achievement of the Outputs identified through the document review and interview, such as;

- Development of detailed activity plan in the APO
- Establishment of working groups based on the Outputs and frequent communication among team members including Japanese experts
- High commitment of the counterparts, and
- Strong initiative and commitment of LR committee members and other key personnel at the early stage of the Project.


It is understood that the development of APO, in which each project activity is further detailed, and monitoring of activities based on the APO are effective tools to follow-up the progress of the project activity and Outputs. It can be said that the systematic monitoring based on regular meetings among project staff, including managers' meeting, monthly project meeting, and fortnight working group meeting, functions well. These regular meetings should be continued. It is fair to say that the working group meeting also functions well to share the transferred technology among members.

Following issues are identified as major constraints to the achievement of activity target.

- It was found after the commencement of the Project that there are legal conditions to start LR projects. The Project has not been able to start the pilot projects without the enforcement of concerned ministerial orders and other rules and regulations.
- It was necessary to strengthen the capacity of the counterparts on the practical issues of the LR project before directing the focus of the Project on the enhancement of capacity at provincial level.
- Heavy workload on the counterparts of project and non-project activities is considered as a constraint to the achievement of the activity target.

#### 3) Quality, quantity, and timing of inputs

Quality, quantity, and timing of inputs both from the Thai and Japanese sides have been generally

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appropriate as examined in the Section 4-1. The training course conducted by the short-term expert was highly satisfied by the counterparts. Both of the counterparts and Japanese experts recognized the heavy workload of the counterparts is a possible constraint for the technical transfer from Japanese experts to the counterparts.

#### 4) Changes in important assumptions

There are no important assumptions to produce the Outputs set at the time of project formation. In the workshop conducted during the evaluation study, following important assumption was identified and added to the PDM based on the recognition that the enforcement of the ministerial orders is essential to promote the Output 1 and can not be controlled by the Project.

- There is no significant delay in the legislative process.

### 6-4 Impact

#### 1) Prospects of achieving the Overall Goal

As mentioned in the Section 4-4, prospects of achieving the Overall Goal are high with the institutional set-up and policy support.

As there has not been an example of a LR project in Thailand, the achievements of the first cases are considered highly important to provide impression on LR to all the stakeholders, including DPT Provincial Offices, LA, private sector, and public. If the cases are recognized as successful to help the stakeholders have more interest on LR, the promotion of LR in Thailand will be accelerated. On the other hand, poor achievement of the advanced pilot projects may overshadow the future of LR in Thailand.

#### 2) Other impacts

It is likely that the achievement of the Overall Goal contributes to urban development in Thailand through LR. Other impacts, both in positive and negative aspects, were not identified through the document review and interview during the evaluation study. It is probably because the actual implementation of a LR project has not been started yet. In the questionnaire survey, some staff of DPT Provincial Office and LA indicated the strengthening of the community networking through the process of LR as an impact of LR projects.

#### 3) Changes in important assumptions

There is a following important assumption to achieve the Overall Goal. It is still relevant to the Project and has been met.

- DPT continuously gives high priority to LR methods

## 6-5 Sustainability

### 1) Policy aspect

The Government of Thailand enacted the Land Readjustment Law in December 2004, which is considered as a backbone of LR in Thailand, and has been promoting LR projects as an effective method for urban development. There is an inter-ministerial LR Committee and six sub-committees set-up at national level. Also, all necessary ministerial orders, rules, and regulations have been enforced, approved, or in the process of approval. It is unlikely that the policy support on LR has a setback.

### 2) Institutional aspect

LR Bureau is still an inner bureau without the official status. Application to upgrade the LR Bureau to an official bureau is under process. According to the Director of the LR Bureau, there is a positive prospect for the approval. It is expected the allocation of personnel and financial sources be more secured after the upgrading of the Bureau.

DPT does not have clear plan to implement LR projects in non-pilot areas. However, it is expected that LR project gradually spreads in the country with the policy support such as promotion of 'One Province, One LR Project' and expansion of the LR Fund. There have been actions on LR projects at some non-pilot provinces with the support of DPT.

### 3) Financial aspect


DPT has a policy to be responsible for allocating budget to 10 pilot projects. Besides the pilot projects, DPT expects LA and other implementation bodies to find the financial sources by themselves. It is also expected that the private sector be involved in LR projects.

It can be expected that financial sources for LR projects, both in public and private, be expanded and diversified after the successful implementation of advanced pilot projects.

### 4) Technical aspect

It can be said that the counterparts are accumulating skills for the application of LR approach to the non-target areas, except some issues such as replotting and financial management. The counterparts need practice through the actual implementation of pilot project to make their skill applicable at field level and to improve the dissemination mechanism.

Provinces in which the process of pilot project is advanced can be resource centers for LR project in the area. In the questionnaire survey conducted during the evaluation study, DPT Provincial Offices and LA staff expressed their concerns regarding the introduction of LR project, such as technical deficiency, financial arrangement, understanding on concept and process of LR, and others. It is required for DPT to consider the implementation mechanism, including the clarification of roles and responsibility of each concerned organization, for LR project.

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## 7. Conclusion

Although some project activities have been delayed by the reasons examined above, it can be said that the Project is on the right track. It is concluded that the Project Purpose can be achieved by the end of the Project.

## 8. Recommendations

### <Recommendation to the Project>

#### 8-1 Prioritization of the LR pilot projects to be implemented

- The launch of the real implementation of the first LR project in Thailand is the most important issue.
- The first step of the establishment of the LR system in Thailand was successfully completed by the enactment of the LR Act in 2004. Now, it is the high time to proceed with the real implementation of the LR pilot projects.
- The dissemination of the basic knowledge about Japanese LR is almost accomplished. The most important thing now is to accumulate the practical technique based on the actual experience of a project. It is needed to reflect the experience of the LR projects in Thailand to the manuals and guidelines and to spread them.
- To show the real examples of LR projects in Thailand is also necessary to promote the participation of the private sector in LR.
- The preparation of the 10 pilot projects has been proceeded. From now on, the first LR project implementation in Thailand should be launched as early as possible by focusing on 4 projects out of those 10 projects.

#### 8-2 The matters needed to be strengthened for the prompt launch of LR projects are as follows:

- 1) Re-arranging the working formation,
- 2) Sharing of transferred technology with DPT Provincial Offices and LA,
- 3) Specifying the ministerial orders and regulations essential for the launch of LR projects and following up their enforcement procedure, and
- 4) Formulating the comprehensive Management Plan for the implementation of LR projects including strengthening of DPT Provincial Offices and financial management.

#### 8-3 Further improvement of communication

- Regular meetings including Steering Committee meeting, managers' meeting, working group meeting, and monthly project meeting have been held as planned and functioning well. This situation needs to be continued and improved further.
- Necessary information needs to be widely shared more among the officers in the LR Bureau for the implementation of the Project.

#### 8-4 Revision of the Plan of Operation (PO)

It is necessary to revise the PO in line with the revised PDM and review of Inputs to the Project according to the revised PO.

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<Recommendation to DPT>

**8-5 Institutional set-up for the launch of actual LR projects**

- So far DPT has been mainly conducting the technical preparation necessary for LR project implementation. However not only acquiring technical capability but also the preparation of the institutional set-up including an organizational structure and project funding are indispensable to launch a LR project.
- Now it is a high time to start the preparation to answer the following questions if DPT launches a LR project within one year. It should be also considered that the real implementation of a LR project cannot be achieved only by the endeavor of the counterparts of the Project
  - When a LR project is actually implemented?
  - What kind of organization structure and personnel arrangement is required?
  - How the project is financed?
- Special attention should be paid to the clarification of role sharing between DPT, DPT Provincial Offices and LA as well as institutional framework with which each body can be responsible for playing their own roles.

**8-6 Clarification of long-term goals of Thai LR**

- The clear vision/picture of the situation of Thai LR in five and ten years from now should be owned by DPT as DPT's policy.

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## Achievement Grid

version: 22 May 2007

Category	Contents	Verifiable Indicators	Accomplishment
<b>Overall Goal</b>	Land Readjustment (LR) method is continuously utilized as the most effective urban development method, and urban environment is improved	1. At least 1 LR project is approved by provincial LR committees in each year after this project	
<b>Project Purpose</b>	The institutional base and human resource base in both public and private sectors are established in order to promote LR projects in Thailand	1. At least 3 LR projects are approved by provincial LR committees and implemented during this project.	<ul style="list-style-type: none"> <li>- Not approved yet</li> <li>- Some projects are advanced and are likely to be approved by the end of Project.</li> <li>- In the Questionnaire survey to DPT Provincial Offices and LA of pilot sites (total 14 respondents), 7 answered the pilot project will be realized and 6 answered may be realized.</li> </ul>
<b>Output</b>	1. A ministerial regulation is authorized, and necessary rules & regulations for implementation of the LR and other rules & regulations are established	1-1. One ministerial regulation is authorized 1-2. At least 5 necessary rules & regulations for implementation of the LR are authorized	<ul style="list-style-type: none"> <li>-Out of 26 necessary ministerial orders and LR Committee regulations;</li> <li>* 6 ministerial orders were approved by LR Committee</li> <li>* 4 LR Committee regulations were enforced</li> <li>* 2 LR Committee regulations were approved by LR Committee and are waiting for the enforcement</li> <li>- All the necessary laws may be enacted by the end of the year</li> </ul>
	2. Capabilities of DPT Provincial Offices and LA to draft "LR Project Master Plan" are enhanced.	2-1. A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA	<ul style="list-style-type: none"> <li>-Manual to draft the LR Provincial Mater Plan &amp; Target Area was developed and distributed to all DPT Provincial Offices.</li> <li>Result of questionnaires (respondents: 7 DPT Provincial Offices and 3 LA)               <ul style="list-style-type: none"> <li>* Level of understanding: Very high 1, High 6, Fair 2, Low 1, Very low 0</li> <li>* level of satisfaction: Very high 3, High 4, Fair 2, Low 0, Very low 0</li> <li>* Level of Usefulness: Very high 1, High 5, Fair 1, Low 0, Very low 0</li> </ul> </li> <li>-Manual and prototype to draft the LR Project Master Plan were drafted and shared within LR Bureau. The development of Project M/P can be developed by the end of this fiscal year.</li> </ul>
		2-2. All DPT Provincial Offices and necessary LA join training courses.	<ul style="list-style-type: none"> <li>- Trainings on developing LR Provincial Master Plan &amp; Target Area were conducted during November to December 2006 for all the staff of DPT provincial offices and LA (BMA and Yala Municipality)</li> <li>- Assessment on training by participants by questionnaire (respondents: 6 DPT Provincial Offices and 3 LA)               <ul style="list-style-type: none"> <li>Highly effective 7, Effective 2, Less effective 0, Not effective 0</li> </ul> </li> </ul>
		2-3. All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan	4 DPT Provincial Offices submitted the LR Provincial Master Plan & Target Area. At least 10 provinces of the pilot project are expected to finalize the Master Plan and Target Area by the end of June.

3. Capabilities of DPT Provincial Offices and LA to formulate implementation plan of LR project are enhanced	3-1. A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA	Manuals for replotting (area method & proportional method) was drafted.
	3-2 All DPT Provincial Offices and necessary LA join training courses	Not started.
	3-3 At least 8 pilot projects start to formulate implementation plan of LR project	Not started.
4. Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced.	4-1 A guideline for management of LR project is distributed to all DPT Provincial Offices and necessary LA	- Procedure for LR project implementation (Flow Chart) was drafted. - Financial Plan of 3 projects were developed as case studies.
	4-2 All DPT Provincial Offices and necessary LA join training courses.	Trainings on the management were conducted to the staff of all DPT Provincial Offices and LA as a part of training on Provincial Master Plan. DPT staff provided guidance for LR management (site selection) for six DPT Provincial Offices.
	4-3 At least 18 LR projects gain more than 2/3 agreement of land owners	Collection of agreement by using the official form is under process at Yala Project. Landowners' meetings for other projects (of 10 Pilot Project) were held and more than 2/3 landowners informally agreed on the LR project. There is a good perspective that 18 LR projects gain more than 2/3 agreement of land owners.
5. Private sector promotes understanding of LR project and joins LR projects.	5-1 Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets	Leaflet was developed and distributed for 660 targets. Questionnaires are collected from 216 targets. The result of questionnaire shows that the 69% of respondents know about LR and 67% are interested in LR method.
	5-2 A LR seminar for the private sector is held once a year. (Total 3 times)	The 1st seminar was held on 22nd February, 2007 with 180 participants from private sector. Based on the questionnaires collected from 95 participants, average for the assessment on seminar contents and objectives were 3.74 and 3.65 (out of 5), respectively.

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Activity	Mark	Accomplishment
1-1 To form Working Groups to consider and formulate a ministerial regulation and necessary rules & regulations for implementation of the LR and to make drafts of them	◎	Working Group was formulated/ necessary rules and regulation were drafted.
1-2 To revise a ministerial regulation and other rules & regulations if necessary	-	
2-1 To develop a draft of the standardized LR Project Master Plan	◎	The project decided to develop two manuals. The Manual for LR Provincial Master Plan has been developed. The Manual for LR Project Master Plan is under development. The implementation of activity is delayed in comparison with original PO. Though, the implementation is on schedule based on the Annual PO (APO) developed by the project, the delay may affect the production of Output.
2-2 To develop a manual to draft LR Project Master Plan	◎	Training on developing LR Provincial Master Plan & Target Area were conducted during November to December 2006 for all DPT provincial offices and BMA
2-3 To conduct training of LR Project Master Plan for DPT Provincial Offices and necessary LA	◎	4 Provincial Offices submitted the LR Provincial Master Plan & Target Area. Other offices are developing the Plan with advise of staff of LR Bureau.
2-4 To advise DPT Provincial Offices and necessary LA on drafting of LR Project Master Plan	◎	Manual of practical replotting design (area method and proportional method) has been drafted. The draft will be finalized after the training in Japan by reflecting the training outputs in the manual.
3-1 To develop a manual for implementation of LR project	◎	
3-2 To conduct training of the manual for implementation of LR project for DPT Provincial Offices and necessary LA	×	It has not started.
3-3 To advise DPT Provincial Offices that have finished developing LR Project Master Plan to implement the plan of LR projects	-	It has not started.
3-4 To conduct the training of re-plotting plan for DPT Provincial Offices and necessary LA	-	
4-1 To develop guidelines for management of LR project	◎	Procedure of LR project implementation (Flow Chart) has been developed. Construction plan and financial plan of 10 Pilot Projects are under development.
4-2 To conduct training of the guidelines for management of LR project for DPT Provincial Offices and necessary LA	-	Trainings on the management were conducted to the staff of all DPT Provincial Offices and LA as a part of training on Provincial Master Plan.
4-3 To hold meetings for land owners and residents to explain LR projects in 10 Pilot Projects provinces and another 10 provinces	○	Landowners' meetings for 10 Pilot Projects has been held intermittently.

5-1 To provide necessary information to private sector	○	3 printed materials were developed and distributed. 25 display materials were developed.
5-2 To conduct training for private sector representatives that have interest in L/R	○	The 1st seminar for private sector was held on 22nd February, 2007.
*1: ◎Completed. ○ On schedule. ⊙Delayed on PO but on schedule on APO, △ Delayed. X seriously delayed/not conducted, - no activity to be conducted by the time of mid-term evaluation		
<b>Input from Japanese and Thai sides</b>		
<b>Inputs</b>		<b>Accomplishment</b>
J-1: Expert	J-1-1: Amount of experts	Long-term experts (4 persons) - Chief Advisor/Land Readjustment System (Nov 05- ) - Land Readjustment Pilot Project (Nov 05- ) - Land Adjustment Master Plan (Nov 05- ) - Coordinator (Jan 06- ) Short-term experts - Implementation of Re-plotting Plan (1 month) - Land Readjustment Project management (1 week)
J-2: Equipment	J-1-2: Quality and Timing	Training conducted by short-term experts are highly satisfied by C/P. Based on the interview with C/P, durations of short term experts were too short.
J-3: Counterpart Training in Japan	J-2-1: Installation of equipment	Projector, Note PC, and Visualizer were delivered and installed as planned
J-4: Local Expenditure	J-2-2: Quality and Timing	Appropriate.
e	J-3-1: Number of trainees	- Development of Master Plan of Land Readjustment (3 persons) - Implementation of Replotting Plan (3persons)
	J-3-2: Quality and Timing	Appropriate.
T-1: Personnel	J-4-1: Local expenditure	Following local expense has been borne by the Japanese side JFY 2005: 402,066 baht JFY 2006: 845,535 baht
	T-1-1: Amount of personnel	10 C/P and 4 supporting staff are assigned for the project. The numbers are more than the numbers mentioned in the R/D.
T-2: Facilities	T-1-2: Quality and Timing	Appropriate. However, based on the interview with C/P and Japanese experts, heavy workload of some C/P is considered as a constraint for technical transfer and progress of project activity.
T-3: Total expense	T-2-1: Project office space and facilities	Project space and facilities are provided by C/P and appropriate
	T-3-1: Administrative and operational expenses	Appropriate. Budget for one pilot project is allocated by DPT.

## Implementation Process Grid

version: 23 May 2007

Category	Questions	Accomplishment
Progress of Activities	<p>Have the activities been conducted as planned?</p> <p>What have been the major factors contributing to the achievement of the activity targets?</p>	<p>The implementation of some activities under the Output 2-4 is delayed against original PO. Although some of these activities are on schedule based on the Annual PO (APO) developed by the Project, the delay may affect the production of Outputs and achievement of the Project Purpose.</p> <p>Following issues are identified as contributing factors for achieving the activity targets through the document review and interview with project staff.</p> <ul style="list-style-type: none"> <li>- Development of detailed activity plan</li> <li>- Establishment of working groups based on the project Outputs and frequent communication among team members including Japanese Experts.</li> <li>- High commitment of C/P</li> <li>- Strong initiative and commitment of LR Committee members and other personnel at the early stage of the project.</li> </ul>
	<p>What have been the major constraints to the achievement of activity targets?</p>	<p>Implementation of project activities under the Output 2-4 has been delayed against the implementation schedule described in the Plan of Operation (PO). Following issues are identified as major constraints to the achievement of activity target.</p> <ul style="list-style-type: none"> <li>- It was found after the commencement of the Project that there are legal conditions to start LR projects. The Project has not been able to start the pilot projects without the enforcement of concerned ministerial orders and other rules and regulations.</li> <li>- It was necessary to strengthen the capacity of the counterparts on the practical issues of the LR project through the OJT before directing the focus of the Project on the enhancement of capacity at provincial level.</li> <li>- Heavy workload on the counterparts of project and non-project activities is considered as a constraint to the achievement of the activity target.</li> </ul>
Method for Technology Transfer	<p>Is the method of technology transfer appropriate?</p> <p>Are there any constraints to transferring technology?</p>	<p>Appropriate. The technology transfer has been proceeded through the training and co-working between C/P and Japanese Experts. It can be said that both of concerned C/P and Japanese Experts are making effort to establish and maintain the sound environment for the technical transfer through regular communication and documentation. C/P recognizes their roles to understand the experience and technology of Japan through Japanese Experts and to adjust for the appropriate application in Thailand.</p> <ul style="list-style-type: none"> <li>- Both C/P and Japanese Experts noted that the heavy workload of C/P may be a constraint for technical transfer.</li> <li>- Language barrier is identified as a constraint by both Thai and Japanese sides. The constraint has been minimized by the effort of both C/P and Expert, such as the documentation of meeting minutes, and support by Project Coordinator, who can use Thai fluently.</li> </ul>


  
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Project Management	Is the monitoring mechanism appropriate?	<p>Development of APO, in which each project activity is further detailed, and monitoring of activities based on the ASP are identified as effective tools to follow-up the progress of the project activity and outputs. Systematic monitoring based on the regular meeting among project staff, including managers' meeting, monthly project meeting, and fortnight working group meeting, functions well. These regular meetings should be continued.</p> <p>- The project activities have been detailed in the APO. However, it is not linked with the original PO.          - Description and activities of Output 2-4 have been discussed and clarified by project staff. However, it has not been reflected in the PDM and PO (PDM and PO have not been changed).</p> <p>Decision making mechanisms of the Project, such as JCC, Steering Committee, managers' meeting, monthly project meeting, functions well.</p> <p>Appropriate.</p> <p>There are no major difficulties in communicating and cooperating.</p> <p>Communication between major concerned organization, namely BMA and NHA, are rare and depending on personal connection.</p> <p>Although there is a time constraint due to the heavy workload of C/P, it is considered the ownership of the C/P on the project is high. It seems the awareness of C/P to be a backbone of the newly introduced LR approach in Thailand is very high.</p> <p>- Development of frequent communication and monitoring mechanism          - High commitment of C/P</p> <p>- Heavy workload of C/P          - Absence of Director of LR Bureau during the personnel change          - Communication and decision making in the LR Bureau (for example, understanding on budget issue)</p>
	Have the project framework and activities changed? How have they been changed?	
	Is the decision making process of project management appropriate?	
	Is the coordination and communication between the project and JICA Thailand appropriate?	
	Do Japanese experts and counterparts have difficulties in communicating and cooperating?	
	Do the project and concerned organizations have difficulties in communicating and cooperating?	
	Does the counterpart organization have a strong ownership of the project?	
	What have been the major factors contributing to the good management of the project?	
	What have been the major constraints in managing the project?	

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## Evaluation Grid


Five Criteria	Evaluation Questions		Evaluation
	Question	Sub-question	
Relevance	Does the project meet the needs of target areas and societies?		- As the living condition and efficiency of socio-economic activities is being deteriorated in urban areas in Thailand by the increase in urban population and random development, it is considered the project meets the needs of urban community through the promotion of LR - In the questionnaire survey conducted by the study, relevance of the LR on the urban development and contribution of the Project was highly recognized by DPT Provincial Offices and LA. 11 of 15 respondents of DPT Provincial Offices and LA recognized the LR as an effective approach for urban development and 12 of them recognized the Project as highly effective for the promotion of LR.
	Does the project meet the needs of target groups?		Through the interview with DPT staff (direct target group of the Project), the project and technical transfer from Japanese experts meet their needs to promote the LR.
	Is the project consistent with the development policy of target country?		In the 10th National Socio-Economic Plan, the Government of Thailand puts emphasis on strengthening and improvement of living condition of the community following the 9th Plan. It is considered that the Project contributes to the achievement of the national plan by the improvement of urban environment through the promotion of LR.
	Is the project consistent with Japan's foreign aid policy and JICA's plan for country-specific program ?		The Project meets the mitigation of urban problems which is identified as an important sector for the cooperation to Thailand.
	Is the project appropriate as a strategy that will be effective for the LR issue in Thailand?	Is the selection of project approach appropriate?  Is the selection of pilot sites appropriate?	
	What synergy effects can be generated from the cooperation with other project/programs?		Synergy effects can be generated through the cooperation with BMA, which implement its own LR projects in the capital. BMA's needs to share technology on LR with DPT is high.

<p>Is the selection of target group appropriate?</p>		<p>The majority of project activities have been focusing on the capacity development of the counterpart at DPT and development of the institutional base at the central level. The enhancement of the capability of the DPT Provincial Office and LA has not been focused yet.</p>
<p>Is there possibility that the effect of the project spreads to non-target group?</p>		<p>It can be said that C/P is getting sufficient skills for the application of LR approach to the non-target areas except some issues such as replanning and financial management. C/P needs practice through the pilot projects to make their skill applicable at field level and to improve the dissemination mechanism.</p>
<p>Does Japan have a technological advantage?</p>		<p>JICA has been cooperating in the field of urban development and urban planning in Thailand for more than 20 years. C/P recognizes the importance to learn from the experience in Japan to promote the LR in Thailand.</p>
<p>Are there any significant changes in the environment in terms of socio-economic, policy, and others in relation to the project?</p>		<p>There are no significant changes identified during the study.</p>
<p>Is there a good chance to achieve the project purpose ?</p>		<p>There is a good chance to achieve the indicator of the project purpose. Some pilot projects are advanced and are likely to be approved by the end of Project. In the Questionnaire survey to DPT Provincial Offices and LA of pilot sites (total 14 respondents), 7 answered the pilot project will be realized and 6 answered may be realized.</p>
<p>Are the objectively verified indicators (OVIs) and their means of verification appropriate?</p>	<p>Are the OVIs describe the content of the project purpose appropriately? Do the means of verification of OVIs state the reliable sources appropriately?</p>	<p>There was a concern on the appropriateness of the indicators of the Project Purpose. The revision of the OVI was discussed in the workshop during the evaluation study.</p>
<p>Are there any factors that inhibit the achievement of the project purpose?</p>		<p>Appropriate The pilot project can not be started without the enforcement of necessary ministerial orders and LA Committee regulations. This has delayed the progress of Outputs and eventually, may hamper the achievement of the Project Purpose.</p>
<p>Are the current project outputs sufficient to achieve the project purpose?</p>	<p>Can the current project outputs contribute to the achievement of the project purpose? Are there any other outputs necessary to achieve the project purpose?</p>	<p>There is a necessity to clarify the role of DPT Provincial Office in the project. Revision of Project Purpose was discussed in the workshop during the evaluation study.</p>
<p>Are the important assumptions to achieve the project purpose appropriate?</p>	<p>Are the important assumptions relevant for the project? Are the important assumptions satisfied? Are there any other important assumptions?</p>	<p>Important assumption 'Half of the trainees remain to work for the respective organizations' is still relevant to achieve the Project purpose The important assumption is satisfied. Addition of another important assumption was discussed and agreed by the participants of the workshop conducted during the evaluation study.</p>
<p><b>Effectiveness (expectancy)</b></p>		

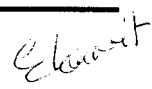
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<b>Efficiency</b>	Is the achievement of project outputs appropriate?		<p>- (Output 1) Although the number of ministerial orders and other rules and regulations have been approved, there is a legislative constraints to start the LR project. The revision of indicator was discussed in the workshop conducted during the evaluation study.</p> <p>-(Output 2-4) Enhancement of the capability of DPT Provincial Office and LA has not been focused. The majority of project activities is still capacity development of DPT.</p> <p>Some indicators do not describe the Outputs or inappropriate as indicators. Revision of OVI's were proposed during the workshop in the evaluation study.</p>	
	Are the OVI's and their means of verification appropriate?	Do the OVI's describe the contents of the project outputs appropriately? Do the means of verification of OVI's state the reliable sources appropriately?	Appropriate.	
	Are there any factors that inhibit the achievement of the project outputs?		<p>Implementation of project activities under the Output 2-4 has been delayed against the implementation schedule described in the Plan of Operation (PO). Following issues are identified as major constraints to the achievement of activity target.</p> <p>- It was found after the commencement of the Project that there are legal conditions to start LR projects. The Project has not been able to start the pilot projects without the enforcement of concerned ministerial orders and other rules and regulations.</p> <p>- It was necessary to strengthen the capacity of the counterparts on the practical issues of the LR project through the on-the job training before directing the focus of the Project on the enhancement of capacity at provincial level.</p> <p>- Heavy workload on the counterparts of project and non-project activities is considered as a constraint to the achievement of the activity target.</p>	
	Are the activities sufficient to produce outputs?		Due to the reasons mentioned above, project activities may be delayed and it may hamper the production of Outputs.	
	Are the inputs sufficient to produce outputs?		Heavy workload of C/P may be a constraint to produce the Outputs.	
	Are the important assumptions to achieve the project outputs appropriate?	Are the important assumptions relevant for the project?		No important assumptions were set to produce the Outputs.
		Are the important assumptions satisfied?		One important assumption was added based on the discussion in the workshop during the evaluation study.
		Are there any other important assumptions?		experts have been dispatched as planned, except change in the timing and duration of short term experts. Level and field of expertise have been satisfied by C/P. Satisfaction of C/P on training conducted by short-term expert (replotting) is very high.
		Are the number of experts dispatched, their fields of expertise and timing of the dispatch appropriate?		- 15 C/P are assigned as planned. Out of 15, 3 C/P has been changed.
		Are the allocation of counterpart personnel appropriate?		- During the personnel change of Director of LR Bureau, there was a period of vacancy of the post and it affected the decision making in the Project.

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<p>Are the quality, quantity and timing of the inputs appropriate to implement activities as planned?</p> <p>Are the overall invested project costs appropriate ?</p> <p>Are there prospects that overall goal will be achieved?</p> <p>Are the objectively verified indicators (OVIs) and their means of verification appropriate?</p> <p>Are there prospects that the achievement of the overall goal have impacts on the development plan of the target country?</p> <p>Are there any impeding factors to achieve the overall goals?</p> <p>Will the achievement of the project purpose be a direct factor to achieve the overall goal?</p> <p>Are the important assumptions to achieve the overall goal appropriate?</p>	<p>Are the trainings in Japan effective for the implementation of the Project?</p> <p>Are the type, quantity and timing of the installation of the equipment provided appropriate?</p> <p>Are there any problems in terms of the quality, size and convenience of facilities?</p>	<p>Both C/P and Japanese experts recognizes the effectiveness of training in Japan. Outputs of the training have been, and will be, reflected in the development of manuals.</p> <p>Appropriate. Though there was no direct observation by the evaluation team as the equipments were installed in the pilot provinces, all the equipment are being used and maintained appropriately according to the interview with Japanese experts.</p> <p>Appropriate. There was a suggestion from Japanese experts to re-arrange the office space based on the composition of working groups, including Japanese experts, to enhance the work efficiency and technical transfer through more frequent communication.</p> <p>Operation costs borne by Japanese side are moderate as the budget for pilot project is borne by Thai side.</p> <p>There is a good prospects for achieving the Overall Goal based on the outcome of the project.</p> <p>Modification of the OVI was proposed in the workshop during the evaluation study to describe the situation of achieving goal more specifically.</p> <p>Appropriate.</p> <p>It is likely that the achievement of the Overall Goal contributes to the urban development of in Thailand through the LR.</p> <p>There are no impeding factors identified during the study.</p> <p>Project Purpose is a direct factor to achieve the Overall Goal as the strengthening of institutional and human resource base both in public and private sector are necessary for the utilization of LR method for the urban development.</p> <p>Important assumption 'DPT continuously gives high priority to LR methods' is still relevant to achieve the Overall Goal.</p> <p>The important assumption is satisfied.</p> <p>The are no other important assumptions identified during the evaluation study.</p>
<p><b>Impact (expectancy)</b></p>	<p>Are the OVIs describe the content of the overall goal appropriately?</p> <p>Do the means of verification of OVIs state the reliable sources appropriately?</p> <p>Are the important assumptions relevant for the project?</p> <p>Are the important assumptions satisfied?</p> <p>Are there any other important assumptions?</p>	<p>Appropriate.</p> <p>There are no other important assumptions identified during the evaluation study.</p>



	<p>Are there other positive and negative impacts of the project, such as impact on environment issue ? How the project can deal with the negative impacts?</p>		<p>There are no other positive and negative impacts identified during the study.</p>
<p><b>Sustainability (expectancy)</b></p>	<p>Will the policy support of the Thai government continue after the completion of the project?</p>		<p>The Government of Thailand enacted the Land Readjustment Law in December 2004 and has been promoting the LR projects as an effective method for urban development. There is an inter ministerial LR Committee and six sub-committees set-up at national level. Also, all necessary ministerial orders, rules, and regulations have been enforced/ approved or in the process of approval. It is unlikely that the promotion of LR has a setback.</p>
<p>Are there relevant laws, rules, regulations to maintain the project effect?</p>	<p>Does DPT have a plan for the application of the project approach at non-pilot sites?</p>	<p>Although DPT does not have clear plans for the application of the LR projects at non-pilot areas, it is expected that the number of LR projects increases gradually in accordance with the policy support such as promotion of 'One Province, One LR Project' and establishment of LR Fund.</p>	
<p>Is there mechanism to support the application of project approach in the non-pilot sites?</p>	<p>Does DPT have financial source for the application of the project approach at non-pilot sites?</p>	<p>DPT will be responsible for 10 pilot sites of the Project. Besides 10 projects, DPT expects LA and other implementation bodies to find their own financial sources.</p>	
	<p>Does DPT have skills for the application of the project approach at non-pilot sites?</p>	<p>It can be said that C/P is getting sufficient skills for the application of LR approach to the non-target areas except some issues such as replanning and financial management. C/P needs practice through the pilot projects to make their skill applicable at field level and to improve the dissemination mechanism.</p>	
	<p>Does the DPT Provincial Office have institutional capacity to implement LR project?</p>	<p>Province in which the process of pilot project is advanced can be resource center for LR project in the area. In the Questionnaire survey conducted during the evaluation study, DPT Provincial Offices and LA staff expressed their concerns regarding the introduction of LR project, such as technical deficiency, financial arrangement, understanding on concept and process of LR, and others.</p>	
	<p>Is the project framework shared clearly among relevant stakeholders, such as DPT, BMA, NHA, TICA, and JICA?</p>	<p>-Communication with BMA and NHA are rare and depending on personal connection. - Sharing on LR with the private sector has just started. It was expressed by the many of C/P that it is not easy to attract the private sector due to the low return of investment, although there are expectations on the private sector.</p>	

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<p>Does the counterpart organization have sufficient organizational capacity to maintain the project effect?</p>	<p>Does DPT have management plan to maintain the project effect? Does the DPT have the enough financial source to maintain the project effect? Can DPT allocate personnel to maintain the project effect?</p>	<p>DPT does not have clear plans to implement the LR project in non-pilot areas. How ever, it is expected the project effect gradually spread in the country with the policy support. Some non-pilot provinces have started taking actions on LR project with the support of DPT. DPT will be responsible for 10 pilot sites of the Project. Besides 10 projects, DPT expects LA and other implementation bodies to find their own financial sources. LR Bureau is still an inner bureau without the official status as a bureau. Application to upgrade the LR Bureau to a official bureau is under process. According the Director of the LR Bureau, there is positive perspective for the upgrading. Allocation of personnel will be more secured after the upgrading of the Bureau.</p>
<p>Are the transferred techniques continuously utilized?</p>	<p>Has the technical capacity of the counterpart personnel been improved? Will the transferred techniques spread in DPT? Will the transferred techniques spread in Provincial DPT and local administrations</p>	<p>Both of C/P and Japanese experts recognize the improvement of technical capacity, such as in the field of replotting and financial management. Interaction with Japanese experts seems also increase the awareness on the necessary management issues on LR projects. However, as the management skill needs experience of the projects, technical transfer in the field of project management has been delayed by the delay in the commencement of the pilot projects. Working group functions well as a place to share the technology among C/P. It can be said that C/P is getting sufficient skills for the application of LR approach to the non-target areas except some issues such as replotting and financial management. C/P needs practice through the pilot projects to make their skill applicable at field level and to improve the dissemination mechanism. At the same time, it is necessary for DPT to consider the method how to disseminate the obtained technology to disseminate in the province.</p>
<p>Is there possibility that the project effect is impeded by the insufficient consideration for specific groups? Is there possibility that the project effect is impeded by the insufficient consideration for the environment?</p>		<p>The possibility that the project effect is impeded by the insufficient consideration for specific groups was not identified during this study. The possibility that the project effect is impeded by the insufficient consideration for the environment was not identified during this study.</p>
<p>Are there any factors to impede the sustainability of the project?</p>		<p>There are no factors to impede the sustainability of the Project identified during this study.</p>

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<p><b>Need for adjustments (to be considered based on the evaluation result)</b></p>	<p>Can the project purpose be achieved with current conditions?</p>	<p>Although some project activities have been delayed by some constraints mentioned above, it can be said that the Project is on the right track.</p>
	<p>Do the planned inputs (quantity and quality) need to be adjusted?</p>	<p>Adjustment of input may be necessary based on the revision of project design.</p>
	<p>Is it necessary to adjust the project input, activities, outputs, and indicators?</p>	<p>Minor revision of project activity was discussed in the workshop during the evaluation study based on the revision of the project design. The revision had been discussed and agreed by C/P and Japanese expert.</p>
	<p>Do the planned outputs need to be adjusted?</p>	<p>Revision of the Outputs was discussed in the workshop to make the expression more appropriate in relation to the situation of the Project.</p>
<p>Do the indicators of the project purpose and outputs need to be adjusted?</p>	<p>Revision of the Indicators was discussed in the workshop to describe the situation of Outputs more clearly and specifically.</p>	
<p>Are there any new important assumptions that influence the project?</p>	<p>Two new important assumptions were proposed in the workshop conducted during the evaluation study</p>	
<p>How problems and risks identified at the time of ex-ante evaluation study have been changed?</p>	<p>All the important assumptions have been satisfied at the time of mid-term evaluation.</p>	
<p>What issues remain to be addressed in the future?</p>	<p>Following issue are remained to address for the improvement of the project implementation and promotion of LR in the future.</p> <ul style="list-style-type: none"> <li>- Prioritization of LR pilot project to implement the project promptly</li> <li>- Re-arrangement of working formation</li> <li>- Sharing of transferred technology with DPT Provincial Offices and LA</li> <li>- Specification of necessary ministerial order and other rules and regulations and follow-up for the approval and enforcement of them.</li> <li>- Development of a comprehensive management plan for the implementation of LR projects, including strengthening of DPT Provincial Offices and financial management.</li> <li>- Review and revision of PO based on the revision of PDM and maintenance of APO</li> <li>- Strengthening of communication in the LR Bureau through regular meeting mechanism, such as managers' meeting, working group meeting, and monthly project meeting.</li> <li>- Consideration on the institutional set-up for launching LR projects</li> <li>- Clarification of long-term perspectives for the LR</li> </ul>	

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Target Country: Thailand  
 Project Title: The Project for Land Readjustment Promotion  
 PDM Version Number: Ver.9  
 Japan's Cooperation Period 2005.11.15 ~ 2009.11.14 (4 years)  
 Implementing Agency: Land Readjustment Bureau, Department of Public Works and Town & Country Planning (DPT), Ministry of Interior  
 (Cooperating Agencies: DPT Provincial Offices, local authorities (LA) including Bangkok Metropolitan Administration (BMA))  
 Date of Preparation: May 22, 2007

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b>            Land Readjustment (LR) method is continuously utilized as the most effective urban development method, and urban environment is improved.</p>	<p>1. 1 LR project starts the physical work<sup>1</sup> in each year in average.            1: Physical work includes replotting, land survey, land registration, and construction work.</p>	<p>1. Document &amp; records of the DPT</p>	<p>The land cost in Thailand shall be stabilized.</p>
<p><b>Project Purpose</b>            The institutional base and human resource base in both public and private sectors are established in order to promote LR projects in Thailand.</p>	<p>1. At least 3 LR projects are approved by provincial LR committees and start the construction work by utilizing the manuals and guidelines developed by the Project</p>	<p>1. Document &amp; records of the DPT</p>	<p>DPT continuously gives high priority to LR methods.</p>
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. Ministerial orders and other rules and regulations for the implementation of the LR projects are enacted.</li> <li>2. Institutional base and human resource base to develop LR Provincial Master Plan and Project Master Plan are established.</li> <li>3. Institutional base and human resource base for the replotting of LR projects are established.</li> <li>4. Institutional base and human resource base for the management of LR projects are established.</li> <li>5. Private sector, such as consulting and construction companies and financial institutions, promotes understanding of LR project</li> </ol>	<p>1-1 Ministerial orders, and other rules and regulations necessary for starting LR pilot projects are enacted by the middle of Thai FY 2007-8 (from October 2007 to September 2008)</p> <p>2-1 All DPT Provincial Offices develop LR Provincial Master Plans by utilizing the manuals developed by the Project and the Plans are approved by the Provincial LR Committees.</p> <p>2-2 At least 4 LR Project Master Plans are drafted by utilizing the manuals and guidelines developed by the Project</p> <p>3-1 Replotting plans of at least 4 LR projects are formulated by utilizing the manuals and guidelines developed by the Project</p> <p>4-1 At least 3 LR projects are implemented based on the LR project management plan by utilizing the guidelines developed by the Project.</p> <p>5-1 LR Bureau has contacts with at least 300 private sector representatives</p> <p>5-2 Average marks for the understanding of seminar contents and interests on LR projects by respondents of the questionnaire survey conducted at the end of seminars exceed 70%.</p>	<p>1. Document &amp; records of the Project.</p> <p>2. Document &amp; records of the Project</p> <p>3. Document &amp; records of the Project</p> <p>4. Document &amp; records of the Project</p> <p>5. Document &amp; records of the Project, evaluation by seminar participants</p>	<p>Half of the trainees remain to work for the respective organizations.</p> <p>Central and local governments allocate budget for pilot projects in a timely manner</p>



<p><b>Activities</b></p> <p>1-1 To form Working Groups to consider and formulate necessary ministerial order and other rules and regulations for the implementation of the LR projects and to make drafts of them</p> <p>1-2 To revise ministerial orders and other rules and regulations if necessary</p> <p>2-1 To develop drafts of the standardized LR Provincial Master Plan and Project Master Plan</p> <p>2-2 To develop manuals to draft LR Provincial Master Plan and Project Master Plan</p> <p>2-3 To conduct training of LR Provincial Master Plan and Project Master Plan for DPT Provincial Offices and necessary LA</p> <p>2-4 To advise DPT Provincial Offices and necessary LA on drafting of LR Provincial Master Plan and Project Master Plan</p> <p>3-1 To develop manuals and guidelines for the replotting of LR project</p> <p>3-2 To conduct training of the manuals for the replotting of LR project for DPT Provincial Offices and necessary LA</p> <p>4-1 To develop guidelines for the management of LR project</p> <p>4-2 To conduct training for the management of LR projects for DPT Provincial Offices and necessary LA</p> <p>4-3 To develop LR project management plan with the cooperation of DPT, DPT Provincial Office, and concerned LA</p> <p>5-1 To provide necessary information to private sector</p> <p>5-2 To conduct seminars for private sector representatives that have interest in LR</p> <p>Each activity is further detailed in the Annual Plan of Operation (APO)</p>	<p><b>Inputs</b></p> <p><b>Japanese Side</b></p> <p>1. Personnel</p> <p>1) Long Term Experts</p> <ul style="list-style-type: none"> <li>- Chief Advisor/Land Readjustment system (48month)</li> <li>- Land Readjustment Pilot Project (48month)</li> <li>- Land Readjustment Master Plan (24month)</li> <li>- Coordinator (48month)</li> </ul> <p>2) Short Term Experts</p> <ul style="list-style-type: none"> <li>- Training for developing master plan of LR (0.7 month × 1 person)</li> <li>- Training for implementation of replotting plan (1.5month × 2 persons)</li> <li>- Training for management of LR project (0.7 month × 4 persons)</li> </ul> <p>2. Equipment</p> <ul style="list-style-type: none"> <li>- Projector</li> <li>- Note PC</li> <li>- Visualizer</li> </ul> <p>3. Counterpart Training in Japan</p> <ul style="list-style-type: none"> <li>- Training for developing master plan of LR (0.5 month × 3 persons)</li> <li>- Training for implementation of replotting plan (1 month × 6 persons)</li> <li>- Training for management of LR project (0.5 month × 14 persons)</li> </ul> <p>4. Local Cost</p> <ul style="list-style-type: none"> <li>- Recurrent Local Cost</li> </ul> <p><b>Thai Side</b></p> <p>1. Personnel</p> <ul style="list-style-type: none"> <li>- Project Manager</li> <li>- Counterparts</li> <li>- Administrative Staff</li> </ul> <p>2. Facilities</p> <ul style="list-style-type: none"> <li>- A part of DPT and Project office</li> </ul> <p>3. Budget</p> <ul style="list-style-type: none"> <li>- As necessary</li> </ul>	<p>There is no significant delay in the legislative process</p>	<p><b>Preconditions</b></p> <p>Budget and human resources shall be adequately allocated to LR Bureau in DPT.</p> <p>The land cost is not greatly changed</p>
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## ATTACHMENT 4: LISTS OF INPUTS

## 1. List of Dispatched Japanese Experts

## (1) Long-term Experts

No.	Name	Field	Period		Remarks
			From	To	
1	Mr. Shunsaku SAWADA (Chief Advisor Land Readjustment System Land Readjustment Pilot Project)		2005.5.23	2009.11.14	
2	Mr. Kazuse TAKEUCHI		2005.7.14	2007.7.13	
3	Mr. Tsuneo TANAKA		2005.9.22	2007.10.31	
4	Mr. Yoshiaki MIURA Coordinator		2006.1.29	2008.1.28	

## (2) Short-term Experts

No.	Name	Field	Period		Remarks
			From	To	
1	Mr. Ryotchi ASAI	Implementation of Replotting Plan	2006.8.27	2006.9.23	
2	Mr. Ryutaro KOISHI	Land Readjustment Project Management	2007.2.19	2007.2.23	Private sector seminar Lecturer


## 2. List of Thai Counterpart Personnel Trained in Japan

No.	JFY	Name	Training Field	Training Period	Training Institute
1	2006	Ms. Buhnga POPATTANACHAI	Development Master Plan of Land Readjustment	2005.4.15 - 2005.4.29	JICA Tokyo, JICA Chubu, Nagoya Urban Institute
2	2006	Mr. Ittipong TANMANEE	Development Master Plan of Land Readjustment	2005.4.15 - 2005.4.29	JICA Tokyo, JICA Chubu, Nagoya Urban Institute
3	2006	Mr. Somyoth WITAYAPORN	Development Master Plan of Land Readjustment	2005.4.15 - 2005.4.29	JICA Tokyo, JICA Chubu, Nagoya Urban Institute
4	2006	Ms. Bongkot PREANGPRASAT	Implementation of Replotting Plan	2006.10.29 - 2006.12.5	JICA Tokyo, JICA Chubu, JICA Osaka, Tamano Company
5	2006	Mr. Pornkrit TANKEAW	Implementation of Replotting Plan	2006.10.29 - 2006.12.5	JICA Tokyo, JICA Chubu, JICA Osaka, Tamano Company
6	2006	Mr. Panya PRASAJAK	Implementation of Replotting Plan	2006.10.29 - 2006.12.5	JICA Tokyo, JICA Chubu, JICA Osaka, Tamano Company



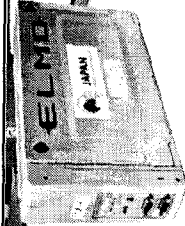
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## 3. List of Thai Counterparts and supporting staff

No.	Name	Working Group	Official Post	Period of Assignment					Remarks	
				From	To	2005	2006	2007		2008
1	Preecha Ronnarong(Mr.)	Director / Legislation	Director of Specific and Comprehensive Planning Bureau	Nov.15, 2005	- Jan.1, 2006					Transferred to other bureau
2	Adisorn Manomaitamrongkul(Mr.)	Director / Legislation	Director of Land Readjustment Bureau	Mar.24, 2006	- Present					
3	Thirapan Nandhakij (Mr.)	Legislation Group	Pilot Project Group 1 Leader	Nov.15, 2005	- Present					
4	Buhnga Popattanachai (Ms.)	Master Plan group	Pilot Project Group 2 Leader	Dec.12, 2003	- Present					
5	Itripong Tanmance (MR.)	Master Plan group Management Group	Pilot Project Group 3 Leader	Nov.15, 2005	- Present					
6	Matcha Potiganitr (Mrs)	Private Sector Group	Public Relations and LR Fund Group Leader	Feb.1, 2005	- Present					
7	Thuanthong Sirimongkolvichaya(Mr.)	Legislation Group Management Group	Pilot Project Group 2	Oct.22, 1984	- Present					
8	Jarurot Phooprasert (Mr.)	Implementation Group	Pilot Project Group 3	Dec.13, 2003	- Present					
9	Sirilak Kanchana (Ms.)	Management group	Private Company	Nov.15, 2005	- Feb.1, 2006					Retired from government official
10	Bongkot Preangprasat (Ms.)	Master Plan Group	Pilot Project Group 2	Aug.1, 2005	- Present					
11	Adisak Noisuvan (Mr.)	Legislation Group	Pilot Project Group 1	Aug.1, 2006	- Present					
12	Pornkrit Taenkaew (Mr.)	Implementation Group Private Sector Group	Pilot Project Group 1	Jul.15, 2005	- Present					
13	Busara Singhadhatta Noomnim (Mrs.)	Implementation Group Private Sector Group	Pilot Project Group 1	Nov.15, 2005	- Present					
<b>Supporting Staff</b>										
1	Walannalin Thananuwong (Mrs.)	(Support for Pilot Project)	Committee and Planning Group Leader	Dec.12, 2003	- Present					
2	Sayam Verojbaajong (Mr.)	(Support for Pilot Project)	Town Planning Analyst. Standard Development Bureau	Dec.12, 2003	- Dec.18, 2006					Transferred to other bureau
3	Somyot Withayaporn (Mr.)	(Support for Re-plotting)	Technician Group Leader	Jan.5, 2004	- Present					
4	Waraporn Sukharat (Ms.)	(Support for Re-plotting)	Technician Group	Dec.26, 2003	- Present					
5	Panya Prasajak (Mr.)	(Support for Re-plotting)	Technician Group	Nov.15, 2005	- Present					

  
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4. List of equipment

Code	Picture	Name of Equipment	Supplier/Maker	Qty.	Unit Price	Date	Place/User
JICA-05-01		Notebook PC Compaq Presario B1809TU	PROJECTOR outlet 02-642-0781	7	฿57,000.00	20-Feb-06	Nan P.O. Petchaburi P.O. Uthaitхани P.O. Phayao P.O. Lampang P.O. Samut Sakhon P.O. Phisanulok P.O.
JICA-05-02		S/N: SCNC55101TS					
JICA-05-03		S/N: SCNC55101TJ					
JICA-05-04		S/N: SCNC55101TH					
JICA-05-05		S/N: SCNC6020011					
JICA-05-06		S/N: SCNC602002C					
JICA-05-07		S/N: SCNC6020014					
JICA-05-07		S/N: SCNC602001H					
JICA-05-08		Projector EPSON EMP-750	PROJECTOR outlet 02-642-0781	7	฿63,000.00	20-Feb-06	Lampang P.O. Phisanulok P.O. Samut Sakhon P.O. Uthaitхани P.O. Phayao P.O. Nan P.O. Petchaburi P.O.
JICA-05-09		S/N: GX8G590006F					
JICA-05-10		S/N: GX8G590007F					
JICA-05-11		S/N: GX8G5X0023F					
JICA-05-12		S/N: GX8G590004F					
JICA-05-13		S/N: GX8G590001F					
JICA-05-13		S/N: GX8G590005F					
JICA-05-14		S/N: GX8G590008F					
JICA-05-15		Visualizer ELMO HV-110XG	PROJECTOR outlet 02-642-0781	7	฿32,500.00	20-Feb-06	Phisanulok P.O. Lampang P.O. Uthaitхани P.O. Samut Sakhon P.O. Phayao P.O. Petchaburi P.O. Nan P.O.
JICA-05-16		S/N: 126228					
JICA-05-17		S/N: 126231					
JICA-05-18		S/N: 127368					
JICA-05-19		S/N: 127369					
JICA-05-19		S/N: 127372					
JICA-05-20		S/N: 127371					
JICA-05-21		S/N: 126229					

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5. Local expenses from JICA

JFY2005 (Apr 2005–Mar 2006)	402,066 Baht	1,207,000 Yen
JFY2006 (Apr 2006–Mar 2007)	913,970 Baht	3,232,000 Yen

Exchange rate of 2005 (1Baht = 3.003Yen)

Exchange rate of 2006 (1Baht = 3.53622Yen)

6. Budget of LR Bureau

TFY 2006 (Oct 2005–Sep 2006)	Implementing budget	9,344,500 baht
	Investment budget	275,000 baht
	Other expenses budget	2,300,000 baht
	Personnel budget	6,775,600 baht
	TOTAL	<u>18,695,100</u> baht
TFY 2007 (Oct 2006–Sep 2007)	Implementing budget	6,846,500 baht
	Investment budget	155,000 baht
	Other expenses budget(transfer to Civil Engineering Bureau)	21,000,000 baht
	Personnel budget	7,060,900 baht
	TOTAL	<u>34,922,900</u> baht

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**RECORD OF DISCUSSIONS**  
**BETWEEN**  
**JAPAN INTERNATIONAL COOPERATION AGENCY**  
**AND**  
**DEPARTMENT OF PUBLIC WORKS AND TOWN & COUNTRY PLANNING**  
**MINISTRY OF INTERIOR**  
**FOR**  
**“THE PROJECT ON THE LAND READJUSTMENT PROMOTION”**

In response to the proposal of the Government of Thailand, the Government of Japan has decided to cooperate on the Japan-Thailand Technical Cooperation Project on the Land Readjustment Promotion (hereinafter referred to as “the Project”) in accordance with the Agreement on Technical Cooperation between the Government of Japan and the Government of Thailand signed on November 5, 1981 (hereinafter referred to as “the Agreement”) and the Note Verbal on the Project by Embassy of Japan No. 208/17 dated on 2, May, 2005 and by Thailand International Development Cooperation Agency (hereinafter referred to as “TICA”) of Ministry of Foreign Affairs No. 0210/12418 dated on 13, May, 2005.

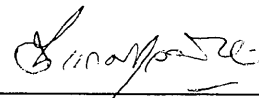
Accordingly, based on the decision above, Japan International Cooperation Agency (hereinafter referred to as “JICA”), the executing agency responsible for the implementation of the technical cooperation program of the Government of Japan, will cooperate with the authorities concerned of the Government of Thailand for the Project.

JICA and Thai authorities concerned had a series of discussions on the framework of the Project. As a result of discussions, JICA and Department of Public Works and Town & Country Planning (hereinafter referred to as DPT), Thai implementing agency of the Project, agreed on the matters referred to in the document attached hereto.

Bangkok, 15, November, 2005



Mr. Mikiharu Sato  
Resident Representative  
Japan International Cooperation Agency  
Thailand Office



Mr. Tirawat Kullavanijaya  
Director-General  
Department of Public Works and Town &  
Country Planning, Ministry of Interior  
Kingdom of Thailand

ATTACHED DOCUMENT

**I. COOPERATION BETWEEN BOTH COUNTRIES**

1. DPT will implement the "Project on the Land Readjustment Promotion" (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Project Design Matrix (hereinafter referred to as "PDM") (ANNEX I) and the Plan of Operation (hereinafter referred to as "PO") (ANNEX II).

**II. MEASURES TO BE TAKEN BY JAPANESE SIDE**

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA will take, at its own expense, the following measures under the technical cooperation scheme of Japan.

**1. DISPATCH OF JAPANESE EXPERTS**

JICA will provide the services of the Japanese experts listed in ANNEX III. The provisions of Article IV of the Agreement will be applied to the above-mentioned experts.

**2. PROVISION OF MACHINERY AND EQUIPMENT**

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in ANNEX IV. The provisions of Article VIII-1 of the Agreement will be applied to the Equipment.

**3. TRAINING OF THAI PERSONNEL IN JAPAN**

JICA will receive Thai counterpart personnel connected with the Project for technical training in Japan.

**III. MEASURES TO BE TAKEN BY THAI SIDE**

1. DPT will take necessary measures to ensure self-reliant operation for the Project during and after the period of Japanese technical cooperation, through full and active involvement in the Project of all related authorities, beneficiary groups and institutions.
2. DPT will ensure that the technologies and knowledge acquired by Thai nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Kingdom of Thailand.
3. Specific privileges and other benefits necessary for the conduct of the Project will be provided in accordance with the Agreement.

In accordance with the provisions of Article IV, V and VI of the Agreement, the Government of Thailand will grant in Thailand privileges, exemptions and benefits to the Japanese experts referred to II-1 above and their family.

4. In accordance with the provisions of article IV- (b) of the Agreement, DPT will provide the services of the Thai counterpart personnel as follows.



- (1) Project Director  
Director-General of DPT
  - (2) Deputy-Project Director  
Deputy Director-General of DPT
  - (3) Project Manager  
Director of Land Readjustment Bureau
  - (4) Counterpart personnel  
Staff of Land Readjustment Bureau of DPT
5. In accordance with the provisions of article IV- (a) of the Agreement, DPT shall provide the facilities following its own expenses.
    - (1) Administrative offices
    - (2) Rooms for Japanese Experts and counterpart personnel
    - (3) Conference Room
  6. DPT will promote participation of authorities concerned with the Project according to the necessity.
  7. DPT will bear expenses necessary for the implementation of the Project according to the necessity.
  8. For the purpose of promoting support for the Project among the people of the Kingdom of Thailand, DPT will take appropriate measures to make the Project widely known to the people of the Kingdom of Thailand.

#### **IV. ADMINISTRATION OF THE PROJECT**

1. Director-General of DPT, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Director of Land Readjustment Bureau of DPT, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to Thai counterpart personnel on technical matters pertaining to the implementation of the Project.
5. The Project Office will be set up in DPT and will act as the center for Project coordination of administrative and technical matters. The Project organization chart is described in ANNEX VIII.
6. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established, whose functions and composition are described in ANNEX IX.





## **V. TERM OF COOPERATION**

The duration of technical cooperation for the Project under this Attached Document will be four (4) years starting from November 15, 2005.

## **VI. JOINT EVALUATION**

Evaluation of the Project will be conducted jointly by the two Governments through JICA, and Thai authorities concerned during the last six months of the cooperation term in order to examine the level of achievement.

## **VII. MUTUAL CONSULTATION**

Mutual consultation will be arranged between JICA and DPT on any major issues arising from, or in connection with the Attached Document.

### **LIST OF ANNEX**

- ANNEX I PROJECT DESIGN MATRIX (PDM)**
- ANNEX II PLAN OF OPERATION (PO)**
- ANNEX III TERMS OF REFERENCE OF JAPANESE EXPERTS**
- ANNEX IV LIST OF MACHINERY AND EQUIPMENT**
- ANNEX V COUNTERPART TRAINING**
- ANNEX VI LIST OF THAI COUNTERPART AND ADMINISTRATIVE PERSONNEL**
- ANNEX VII LIST OF BUILDINGS AND FACILITIES**
- ANNEX VIII PROJECT ORGANIZATION CHART**
- ANNEX IX JOINT COODINATING COMMITTEE**



Target Country: Thailand  
 Project Title: The Project for Land Readjustment Promotion  
 PDM Version Number: Ver.8  
 Japan's Cooperation Period: 2005.11.15 ~ 2009.11.14 (4 years)  
 Implementing Agency: Land Readjustment Bureau, Department  
 (Cooperating Agencies: DPT Provincial Offices, local authorities (LA) including Bangkok Metropolitan Administration (BMA))  
 Date of Preparation: November 9, 2005

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b>            Land Readjustment (LR) method is continuously utilized as the most effective urban development method, and urban environment is improved.</p> <p><b>Project Purpose</b>            The institutional base and human resource base in both public and private sectors are established in order to promote LR projects in Thailand.</p> <p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. A ministerial regulation is authorized, and necessary rules &amp; regulations for implementation of the LR and other rules &amp; regulations are established.</li> <li>2. Capabilities of DPT Provincial Offices and LA to draft "LR Project Master Plan" are enhanced.</li> <li>3. Capabilities of DPT Provincial Offices and LA to formulate implementation plan of LR project are enhanced.</li> <li>4. Capabilities of DPT Provincial Offices and LA to manage LR project are enhanced.</li> <li>5. Private sector promotes understanding of LR project and joins LR projects.</li> </ol>	<p>1. At least 1 LR project is approved by provincial LR committees in each year after this project.</p> <p>1. At least 3 LR projects are approved by provincial LR committees and implemented during this project.</p> <p><b>Indicators</b></p> <ol style="list-style-type: none"> <li>1-1 One ministerial regulation is authorized.</li> <li>1-2 At least 5 necessary rules &amp; regulations for implementation of the LR are authorized.</li> <li>2-1 A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA.</li> <li>2-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>2-3 All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan.</li> <li>3-1 A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA.</li> <li>3-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>3-3 At least 8 pilot projects start to formulate implementation plan of LR project.</li> <li>4-1 A guideline for management of LR project is distributed to all DPT Provincial Offices and necessary LA.</li> <li>4-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>4-3 At least 18 LR projects gain more than 2/3 agreement of land owners.</li> <li>5-1 Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets.</li> <li>5-2 A LR seminar for the private sector is held once a year. (Total 3 times)</li> </ol>	<p>1. Document &amp; records of the DPT</p> <p>1. Document &amp; records of the DPT</p> <ol style="list-style-type: none"> <li>1. Document &amp; records of the Project.</li> <li>2. Document &amp; records of the Project.</li> <li>3. Document &amp; records of the Project.</li> <li>4. Document &amp; records of the Project.</li> <li>5. Document &amp; records of the Project.</li> </ol>	<p>The land cost in Thailand shall be stabilized.</p> <p>DPT continuously gives high priority to LR methods.</p> <p>Half of the trainees remain to work for the respective organizations.</p>
<p><b>Activities</b></p> <ol style="list-style-type: none"> <li>1-1 To form Working Groups to consider and formulate a ministerial regulation and necessary rules &amp; regulations for implementation of the LR and to make drafts of them</li> <li>1-2 To revise a ministerial regulation and other rules &amp; regulations if necessary.</li> <li>2-1 To develop a draft of the standardized LR Project Master Plan</li> <li>2-2 To develop a manual to draft LR Project Master Plan</li> <li>2-3 To conduct training of LR Project Master Plan for DPT Provincial Offices and necessary LA</li> <li>2-4 To advise DPT Provincial Offices and necessary LA on drafting of LR Project Master Plan</li> <li>3-1 To develop a manual for implementation of LR project</li> <li>3-2 To conduct training of the manual for implementation of LR project for DPT Provincial Offices and necessary LA</li> <li>3-3 To advise DPT Provincial Offices that have finished developing LR Project Master Plan to implement the plan of LR projects</li> <li>3-4 To conduct the training of re-plotting plan for DPT Provincial Offices and necessary LA</li> <li>4-1 To develop guidelines for management of LR project</li> <li>4-2 To conduct training of the guidelines for management of LR project for DPT Provincial Offices and necessary LA</li> <li>4-3 To hold meetings for land owners and residents to explain LR projects in 10 Pilot Projects provinces and another 10 provinces</li> <li>5-1 To provide necessary information to private sector</li> <li>5-2 To conduct training for private sector representatives that have interest in LR</li> </ol>	<p>1. At least 1 LR project is approved by provincial LR committees in each year after this project.</p> <p>1. At least 3 LR projects are approved by provincial LR committees and implemented during this project.</p> <p><b>Indicators</b></p> <ol style="list-style-type: none"> <li>1-1 One ministerial regulation is authorized.</li> <li>1-2 At least 5 necessary rules &amp; regulations for implementation of the LR are authorized.</li> <li>2-1 A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA.</li> <li>2-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>2-3 All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan.</li> <li>3-1 A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA.</li> <li>3-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>3-3 At least 8 pilot projects start to formulate implementation plan of LR project.</li> <li>4-1 A guideline for management of LR project is distributed to all DPT Provincial Offices and necessary LA.</li> <li>4-2 All DPT Provincial Offices and necessary LA join training courses.</li> <li>4-3 At least 18 LR projects gain more than 2/3 agreement of land owners.</li> <li>5-1 Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets.</li> <li>5-2 A LR seminar for the private sector is held once a year. (Total 3 times)</li> </ol>	<p>1. Document &amp; records of the DPT</p> <p>1. Document &amp; records of the DPT</p> <ol style="list-style-type: none"> <li>1. Document &amp; records of the Project.</li> <li>2. Document &amp; records of the Project.</li> <li>3. Document &amp; records of the Project.</li> <li>4. Document &amp; records of the Project.</li> <li>5. Document &amp; records of the Project.</li> </ol>	<p>Budget and human resources shall be adequately allocated to LR Bureau in DPT.            The land cost is not greatly changed.</p>
<p><b>Inputs</b></p> <p><b>Japanese Side</b></p> <ol style="list-style-type: none"> <li>1. Personnel           <ol style="list-style-type: none"> <li>1) Long Term Experts               <ul style="list-style-type: none"> <li>- Chief Advisor/Land Readjustment system (48month)</li> <li>- Land Readjustment Pilot Project (48month)</li> <li>- Land Readjustment Master Plan (24month)</li> <li>- Coordinator (48month)</li> </ul> </li> <li>2) Short Term Experts               <ul style="list-style-type: none"> <li>- Training for developing master plan of LR (0.7month x 1 person)</li> <li>- Training for implementation of replotting plan (1.5month x 2 persons)</li> <li>- Training for management of LR project (0.7month x 4 persons)</li> </ul> </li> </ol> </li> <li>2. Equipment           <ul style="list-style-type: none"> <li>- Projector</li> <li>- Note PC</li> <li>- Visualizer</li> </ul> </li> <li>3. Counterpart Training in Japan           <ul style="list-style-type: none"> <li>- Training for developing master plan of LR (0.5month x 3 persons)</li> <li>- Training for implementation of replotting plan (1month x 6 persons)</li> <li>- Training for management of LR project (0.5 month x 14 persons)</li> </ul> </li> <li>4. Local Cost           <ul style="list-style-type: none"> <li>- Recurrent Local Cost</li> </ul> </li> </ol> <p><b>Thai Side</b></p> <ol style="list-style-type: none"> <li>1. Personnel           <ul style="list-style-type: none"> <li>- Project Manager</li> <li>- Counterparts</li> <li>- Administrative Staff</li> </ul> </li> <li>2. Facilities           <ul style="list-style-type: none"> <li>- A part of DPT and Project office</li> </ul> </li> <li>3. Budget           <ul style="list-style-type: none"> <li>- As necessary</li> </ul> </li> </ol>			

Project Title: The Project for Land Readjustment Promotion  
 Japan's Cooperation Period: 2005.11.15 ~ 2009.11.14 (4 years)

Outputs	Activities	Indicators	2006				2007				2008				2009		
			05		2006		2007		2008		09						
			III	IV	I	II	III	IV	I	II	III	IV	I	II	III		
1. A ministerial regulation is authorized, and necessary rules & regulations for implementation of LR and other rules & regulations are established.	1-1 To form Working Groups to consider and formulate a ministerial regulation and necessary rules & regulations for implementation of the LR and to make drafts of them	1-1 One ministerial regulation is authorized.															
	1-2 To revise a ministerial regulation and other rules & regulations if necessary.	1-2 At least 5 necessary rules & regulations for implementation of the LR are authorized.															
2. Capabilities of DPT Provincial Offices and LA to draft "LR Project Master Plan" are enhanced.	2-1 To develop a draft of the standardized LR Project Master Plan	2-1 A manual to draft LR Project Master Plan is distributed to all DPT Provincial Offices and necessary LA.															
	2-2 To develop a manual to draft LR Project Master Plan	2-2 All DPT Provincial Offices and necessary LA join training courses.															
	2-3 To conduct training of LR Project Master Plan for DPT Provincial Offices and necessary LA	2-3 All DPT Provincial Offices and necessary LA develop draft LR Project Master Plan.															
	2-4 To advise DPT Provincial Offices and necessary LA on drafting of LR Project Master Plan																
3. Capabilities of DPT Provincial Offices and LA to formulate implementation plan of LR project are enhanced.	3-1 To develop a manual for implementation of LR project	3-1 A manual for implementation of LR project is distributed to all DPT Provincial Offices and necessary LA.															
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	3-3 To advise DPT Provincial Offices that have finished developing LR Project Master Plan to implement plan of LR projects	3-3 At least 8 pilot projects start to formulate implementation plan of LR project.															
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	4-3 To hold meetings for land owners and residents to explain LR projects in 10 Pilot Projects provinces and another 10 provinces	4-3 At least 18 LR projects gain more than 2/3 agreement of land owners.															
Private sector promotes understanding of LR project and joins LR projects.	5-1 To provide necessary information to the private sector.	5-1 Around 100 private sector representatives are introduced to the outline of LR system by seminars and leaflets.															
	5-2 To conduct training for private sector representatives that have interest to LR	5-2 A LR seminar for private sector is held once a year. (Total 3 times)															

## ANNEX III TERMS OF REFERENCE OF JAPANESE EXPERTS

### ○ Long Term Experts

#### 1. Chief Advisor/Land Readjustment System (48 months)

##### (1) Qualifications

- Age: More than 40 and up to 65 years
- Academic degree: Bachelor Degree or above
- Experience: At least 10 years of working experience in development field or equivalent skills
- Project management and coordination skills

##### (2) Job description

- To take responsibility for the implementation of the Project
- To advise the counterpart
- To join the Joint Coordinating Committee
- To make the report of Project with DPT once every six months
- To prepare for the evaluation
- To give technical advice to other JICA Experts to promote the Project
- To manage the schedule of the Project
- To advise on promotion of the LR system
- To support the private sector to join LR project
- To advise on LR in Thailand
- To promote the public relations

#### 2. Land Readjustment Pilot Project (48months)

##### (1) Qualifications

- Age: Up to 65 years
- Academic degree: Bachelor Degree or above
- Experience: At least 8 years of working experience in development field or equivalent skills
- Project management and coordination skills

##### (2) Job description

- To advise to planning and implementation of LR in Thailand
- To give technical advice on system and implementation of the Pilot Project
- To give advice that reflects the LR system through the implementation of the Pilot Project

#### 3. Land Readjustment Master Plan (24months)

##### (1) Qualifications

- Age: Up to 65 years
- Academic degree: Bachelor Degree or above
- Experience: At least 8 years of working experience in development field or equivalent skills
- Project management and coordination skills



(2) Job description

- To give technical advice to develop a manual to draft the LR Master Plan
- To give advice that reflects the LR system through the development of the LR Master Plan
- To support given technical advice on the Pilot Project

4. Project Coordinator (48months)

(1) Qualifications

- Age: Up to 50 years
- Academic degree: Bachelor Degree or equivalent
- Experience: At least 5 years of working experience in development field or equivalent skills
- Project management and coordination skills and working experience on JICA technical cooperation projects are required.

(2) Job description

- To monitor and manage the Project
- To support chief advisor
- To manage the accountings function of the Project
- To facilitate smooth coordination and communication among relevant organizations

○ Short Term Experts

1. Training for Development Master Plan of Land Readjustment(1) (0.7 month)

(1) Qualifications

- Age: Up to 65 years
- Experience: At least 10 years of working experience in urban development field or equivalent skills
- Language: English(TOEIC 640 or equivalent skills)

(2) Job description

- To give lectures to DPT Provincial Office and necessary Local Authorities in the training
- To give technical advice to development of the LR Master Plan

2. Training for Implementation of Replotting Plan(1) (2) (1.5 month)

(1) Qualifications

- Age: Up to 65 years
- Experience: At least 10 years of working experience in urban development field or equivalent skills
- Language: English(TOEIC 640 or equivalent skills)

(2) Job description

- To give lectures to DPT Provincial Office and necessary Local Authorities in the training
  - How to use area method for land replotting.



- To give technical advice for replotting plan in the Pilot Project
3. Training for Management of Land Readjustment Project(1) (2) (3) (4) (0.7 month)
- (1) Qualifications
- Age: Up to 65 years
  - Experience: At least 10 years of working experience in urban development field or equivalent skills
  - Language: English(TOEIC 640 or equivalent skills)
- (2) Job description
- To give lectures to DPT Provincial Office and necessary Local Authorities in the training
    - How to develop some plans(fund, construction, relocation and so on)
    - Case introduction of negotiation with persons or authorities concerned
  - To give technical advice for management through the Pilot Project

#### **ANNEX IV LIST OF MACHINERY AND EQUIPMENT**

The following equipment is scheduled to be provided for seven pilot projects conducted by DPT provincial offices within the budget mentioned in the Note (3) below.

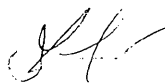
1. Projector
2. PC(Note type)
3. Visualizer

Note:

- (1) The above-mentioned equipment is limited to that necessary for the transfer of technology by the Japanese experts.
- (2) Content and specifications of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of Japanese fiscal year.
- (3) The budget for the procurement of equipment will not exceed the expenses for 7 Projectors and 7 PCs (Note type) (approximately 1,625,000 bahts).

#### **ANNEX V COUNTERPART TRAINING**

1. Training for development master plan of LR (0.5month × 3 persons)
2. Training for implementation of replotting plan (1month × 6 persons)
3. Training for management of LR project (0.5 month × 14 persons)




## ANNEX VI LIST OF THAI COUNTERPART AND ADMINISTRATIVE PERSONNEL (DPT)

### ○ Advisor

- |                             |                       |
|-----------------------------|-----------------------|
| 1. Mr. Preecha Ronnarong    | Director of LR Bureau |
| 2. Mr. Thirapan Nandhakij   | Town Planner 8        |
| 3. Ms. Buhnga Popattanachai | Town Planner 8        |

### ○ Core Counterpart

- |                                      |                         |
|--------------------------------------|-------------------------|
| 1. Mr. Ittipong Tanmanee             | Town Planner 8          |
| 2. Ms. Sirilak Kanchana              | Town Planner 7          |
| 3. Mr. Thuanthong Sirimongkolvichaya | Town Planning Analyst 7 |
| 4. Mr. Jarurot Phooprasert           | Town Planner 7          |
| 5. Ms. Bongkot Preangprasat          | Town Planner 7          |
| 6. Mr. Pornkrit Taenkaew             | Civil Engineer 5        |
| 7. Ms. Busara Singhadhattha          | Architect 4             |

### ○ Support & Other

- |                                |  |
|--------------------------------|--|
| 1. Mrs. Matcha Potiganit       | Human Resource Development Personnel 8 |
| 2. Mrs. Walannalin Thananuwong | Town Planning Analyst 8                |
| 3. Mrs. Parichat Towiwat       | Architect 8                            |
| 4. Mr. Taweekiat Srisakulmakee | Architect 8                            |
| 5. Mr. Pesuit Jamroenruai      | Town Planner 7                         |
| 6. Mr. Sayam Verojbanjong      | Town Planning Analyst 7                |
| 7. Mrs. Jariya Srinoo          | Town Planning Analyst 7                |
| 8. Mr. Somyot Witthayaporn     | Civil Technician 7                     |
| 9. Mrs. Nathachat Woraphak     | Town Planning Analyst 7                |
| 10. Ms. Waraporn Sukharat      | Survey Technician 6                    |
| 11. Mr. Panya Prasajak         | Civil Technician 5                     |

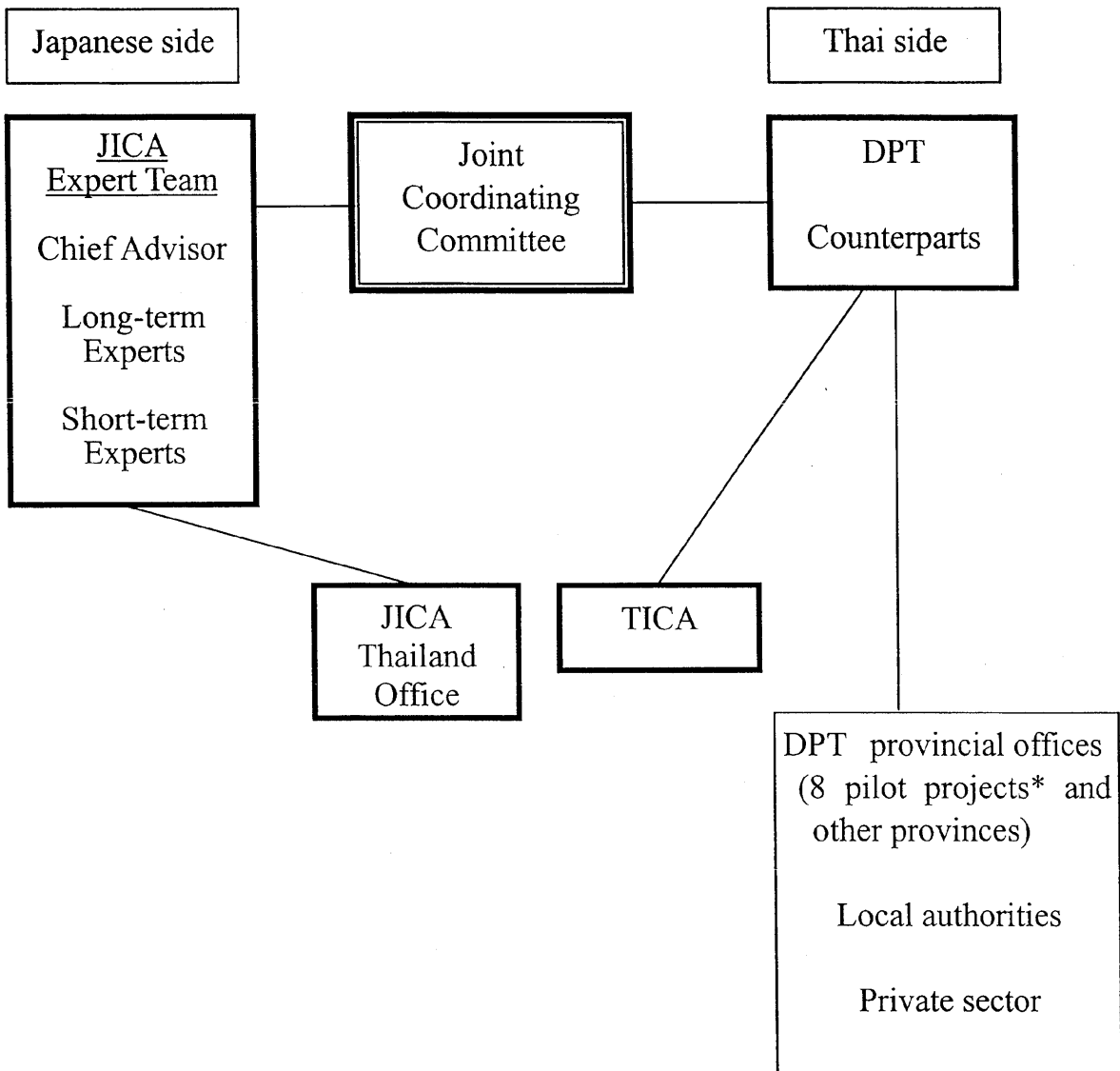
## ANNEX VII LIST OF BUILDINGS AND FACILITIES

The following will be prepared by the Government of Thailand for the implementation of the Project.

1. The land, buildings and facilities necessary for the implementation of the Project, including electricity, water supply and air conditioning facilities.
2. Office space and necessary facilities for the implementation of the Project.
3. Other facilities mutually agreed upon as necessary.



**ANNEX VIII PROJECT ORGANIZATION CHART**



**\* Pilot Projects are conducted in the following provinces;**

**Nan, Lamphang, Phayao, Phitsanulok, Uthaithani, BMA (Rama 9), Petchaburi, Samutsakhon**

**The project activities, especially advice from JICA expert team, put priority on these pilot projects.**

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## ANNEX IX JOINT COODINATING COMMITTEE

### 1. Function

The Joint Coordinating Committee meeting will be held at least twice a year and whenever the necessity arises in order to fulfill the following functions:

- (1) To formulate the annual work plan of the Project based on the PO within the framework of the Record of Discussions,
- (2) To review the results of the annual work plan and the progress of the technical cooperation,
- (3) To review and exchange opinions on major issues that arise during the implementation of the Project.

### 2. Members of the Committee proposed by the Thai side

Project Director will be the Chairperson.

#### (1) Thai side:

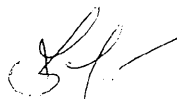
- (a) Director-General (Project Director), Chairperson
- (b) Deputy Director-General (Deputy Project Director)
- (c) Director of Land Readjustment Bureau
- (d) Director of Standard Development Bureau
- (e) Director of Town and Country Planning Engineering Bureau
- (f) Director of Comprehensive and Specific Planning Bureau
- (g) Director of Urban Development Training Institute
- (h) Director of the Office of Foreign Relations
- (i) Representative of National Housing Authority (NHA)
- (j) Representative of Thailand International Development Cooperation Agency (TICA)
- (k) Director of Land Readjustment and Urban Renewal Division of Bangkok Metropolitan Administration (BMA)
- (l) Personnel connected with the Project to be dispatched by Chairperson, if necessary.

Note: Secretariat: The secretariat of JCC shall be Land Readjustment Bureau. The Office of Foreign Relations will assist the secretariat.

#### (2) Japanese side:

- (a) Long-term experts
- (b) Resident Representative of JICA Thailand Office
- (c) Personnel connected with the Project to be dispatched by JICA, if necessary.

Official(s) of the Embassy of Japan may attend the Committee sessions as observer(s).



**Attachment 3 List of Interviewees****<DPT>**

Venue: DPT, Interviewer: T. Iwaki

	<b>Name</b>	<b>Position</b>	<b>Date, Time</b>
1	Ms. Waraporn Sukrat	DPT staff	16 May 9:30 – 9:45
2	Ms. Busara Singhadhattha	DPT staff	16 May 13:30 – 14:00
3	Ms. Matcha Potiganit	DPT staff	16 May 14:00 – 14:20
4	Mr. Somyot Withayaporn	DPT staff	16 May 14:30 – 14:45
5	Mr. Pannya Prasajak	DPT staff	16 May 14:45 – 15:00
6	Ms. Walannalin Dhananuwong	DPT staff	17 May 9:30 – 10:00
7	Mr. Theerapan Siripairoj	Director, DPT Nan Provincial Office	17 May 10:15 – 11:00
8	Mr. Adisak Noisuwan	DPT staff	17 May 11:00 – 12:00
9	Ms. Buhnga Popattanachai	DPT staff	17 May 13:30 – 14:45
10	Ms. Bongkot Preangprasat	DPT staff	
11	Mr. Vaiyavut Srirat	City Planner, DPT Lampang Provincial Office	17 May 14:45 – 15:30
12	Mr. Thuanthong Sirimongkolvichaya	DPT staff	17 May 15:30 – 16:15
13	Mr. Ittipong Tanmanee	DPT staff	18 May 9:00 – 9:45
14	Mr. Thirapan Nandhakij	DPT staff	18 May 9:45 – 10:15
15	Mr. Jarurot Sundarajun	DPT staff	18 May 10:15 – 10:45
16	Mr. Adisorn Manomaitamrongkul	Director of LR Bureau	18 May 13:45 – 14:30
17	Mr. Preecha Ronnarong	Director of Specific & Comprehensive Planning Bureau	18 May 14:30 – 15:30
18	Mr. Pornkrit Taenkaew	DPT staff	18 May 15:30 – 16:00

**<Japanese Experts>**

Venue: DPT, Interviewer: T. Iwaki

	<b>Name</b>	<b>Position</b>	<b>Date, Time</b>
1	Mr. Sunsaku Sawada	Chief Advisor	16 May 10:00 – 11:15
2	Mr. Kazuse Takeuchi	Japanese Expert	16 May 11:20 – 12:30
3	Mr. Tsuneo Tanaka	Japanese Expert	16 May 15:30 – 17:00
4	Mr. Yoshiaki Miura	Japanese Expert	17 May 16:30 – 17:30

**<Concerned Organization>**

Interviewer: Mr. S. Sawada (NHA only), Mr. K. Takeuchi, Ms. B. Preangprasat., T. Iwaki

	<b>Name</b>	<b>Position</b>	<b>Date, Time, Venue</b>
1	Ms. Urai Aramvongtragul	Chief of Land Readjustment Sub-division, City Planning Department, BMA	15 May 10:00 - 11:00, BMA
2	Mr. Surasak Wongput	City Planning Department, BMA	
3	Mr. Attapond Bunnag	Director, Project Management Department 3, NHA	15 May, 14:00-14:30, NHA

## **Interview Result for Ex-Director and Director of LR Bureau and Group Leaders**

### **1. Relevance of the Project**

- Even in relatively small provinces, there are needs for LR from the community, especially for small scale LR in the residence area.
- Concept of the LR is good. However, appropriateness for introducing LR in Thailand, particularly where the construction of housing/ building is rare, is in question.

### **2. Role of stakeholders**

- DPT implements LR projects at 10 sites as pilot basis. Then, it will be the LA which implements LR project with the consultation of DPT. DPT will support LA, such as understanding the related rules and regulations. DPT may implement the LR project as public works for special cases.
- DPT Provincial Offices are expected to act as a mediator between LA and DPT.
- Capacity of DPT Provincial Offices on LR is low with the lack of human resources and heavy workload.
- DPT Provincial Offices may have time constraints as it has to take care of other activities. There is a policy of DPT to utilize the provincial staff in the region. DPT sends the personnel to the region based on the necessity with the short-term basis.

### **3. Progress of Outputs and problem/ constraints**

#### **<Output 2: M/P>**

- Manual to draft the Provincial Master Plan has been developed and distributed to all provinces through the training. All the provinces are expected to develop and submit the plan to DPT. So far, 4 plans were submitted. Though there are some small misunderstanding and needs of revision, the quality of the plan is generally good. There is a high chance that the Provincial Master Plans of all provinces are approved by the LR Committee by the end of the project.
- 80-90% of the Provincial Master Plans submitted by DPT Provincial Offices have good quality. Provincial Master Plan of all provinces will be approved by the end of 2008, or at latest by end of the Project.
- Development of the manual for the Project Master Plan is difficult compared with the development of the Manual for Provincial Master Plan. Advices by Japanese Experts are helpful for the development.
- Project Master Plan is under development. Unlike Provincial Master Plan which is new concepts in Thailand, Thailand has experiences for developing specific plan, such as

the sub-district plan. It helps the development of the Project Master Plan for LR, except the part of land replotting. Land replotting part will be developed jointly with the Implementation Working Group.

**<Output 3: Implementation>**

- DPT staff leaned area method and proportion method of replotting and developed a preliminary manual for replotting. It is not easy to put the practical issue in the manual. It is like a computer game. We can teach how to play with key board, but it is difficult to teach how to play better.

**<Output 4: Management>**

- Process flow chart has been developed. The guideline should include question/answer part to indicate how to solve the problem related to LR. To develop effective implementation guideline, the guideline should also include the process of LR from beginning to end, which include financial management. DPT staff needs experience through pilot projects to develop the guideline.

**<Output 5: Private sector>**

- Working group meeting of public sector group is held every two weeks
- In order to attract the private sector, it is necessary for the government to invest first for some activities, such as survey, to involve the private sector. Then, the private sector will gradually increase their involvement. It will take time.
- Financial sector also showed interests on LR. Private sector will invest in LR according to the profitability. Complicated procedures and long time-span for the return may be constraints. DPT can encourage the private sector by PR (such as broadcasting of LR project after the completion of the pilot project, and displays at various occasions).
- Sub-Committee meetings for Public Relation were conducted twice in the last year. It has not been conducted in this year.
- If land owners are categorized as a part of the private sector, it can be said that the project has been successfully involving private sector. However, if the private sector refers to the so-called 'developer', involvement is still weak as the incentive for the developer is low in LR projects. Developers can find easier way to make profit.

**<General >**

- It is difficult to take care of 10 pilot projects with limited human resource in DPT. It is being discussed in the C/P to reduce the number of pilot projects from 10 to 4, namely Yala, Lamphang, Nan, and Samut Sakhon.

#### 4. **Technical Transfer**

##### **<Enhancement of capacity through the inputs by Japanese experts>**

- Although the backgrounds of LR and socio-economic and legal conditions in Japan and Thailand are different, information provided by Japanese experts are helpful.
- Experience of practice is very important for LR. It can be said that skill of LR comes 30 % from knowledge and 70% from experience. In this sense, transfer of the experience of Japan through Japanese experts is very important. Advice and inputs from Japanese experts is very helpful when we have problems or when we face new issues.
- 80 % satisfaction. There are further needs of the technical inputs for financial management, such as cost/ benefit analysis, and negotiation skill.
- Mr. Asai's training on replotting was very good, though 2 weeks for contents were too short. He did not give us fishes, but he taught us how to catch fishes.
- Duration of short-term experts for the replotting training was too short.
- Advices from Japanese experts on replotting are helpful. It helped me to refresh the brain to solve the mathematical problem.

##### **<Constraints for technical transfer from Japanese experts>**

- Time constraints by Thai side (too busy).
- There may be socio-economic and other differences between Japan and Thailand, and experience and technology of Japan may not be always applicable in Thailand. Then, it is our responsibility to learn their experience first and adjust to meet the situation in Thailand.
- It was not easy to make communication smoothly at the beginning. The Coordinator of the project was very helpful to ease the difficulty.

##### **<Spread of the technology in the LR Bureau>**

- Working Groups function well as the places to share the transferred technology.

##### **<Disseminate to the provincial level>**

- (Replotting) There is a confidence to transfer the technique to the province. Application to the province should be started from the provinces with higher potential.

##### **<Utilization of technology transferred during preceding project (DMUD) >**

- Manuals developed during the DMUD have been utilized in the LPR Project.

##### **<Effectiveness of training in Japan>**

###### **(M/P)**

- Some processes learnt in Japan were applied in the Manual to develop the M/P.

###### **(Replotting)**

- The material brought from Thailand (Case of Phisanulok Province) was too

complicated as a case study for the training.

- Our staff gained more confidence for land replotting and process of LR.

## 5. Project Management

- It may be true that the work load among the counterparts is not balanced well. Now, it is under discussion to reallocate the duties of each staff.
- Reallocation of duties to balance the workload among the staff is going on gradually.
- It may be a good idea to reallocate the members of working groups and pilot project groups to have at least one staff from each working group in the pilot project group.
- Reallocation of pilot project group is not necessary. It may affect the implementation of the pilot project. Technical matters are being shared with the staff of the other working groups through the regular communication and co-working.

## 6. Sustainability

### <Allocation of resources by DPT>

- LR Bureau is still an inner bureau (without the official status as a bureau). Application to upgrade the LR Bureau to a official bureau is under process.
- LR Fund is still in the process for the enforcement. Total operation fund is 71 million baht, which may be too small for construction.

### <Strengthening of the institutional and human base at provincial level>

- Three factors are considered for the promotion of LR projects at province; 1) cooperation with concerned organizations on policy making and budget allocation to support the LA to conduct LR , 2) Licensing for the LR to attract private sectors, 3) development of prioritized center through the pilot projects. It is expected the number of LR projects increase gradually in the long term.
- Regarding the replotting, DPT is developing manual and will conduct trainings to the DPT province office.

### <Involvement of Private Sector>

- Involvement of private sector (developer and consultants) is important. Use of reserve land and opportunities not only for construction but also small business such as survey, may attract the private sector.

### <Factors to impede the sustainability of the project effects>

- No factors are considered to impede the sustainability of the project effects

**7. External environment**

- There are strong supports on LR at policy level. For instance, one political party mentioned LR for its urban development policy.

**8. Future**

- As the Land Readjustment Law has been already enforced, there are not many concerns for the future promotion of LR. As long as the law exists, there are many possibilities for LR to be implemented. It is also possible for other organizations, such as NHA and cooperatives, to implement LR projects.
- There are three factors which affect the LR positively; 1) policy support (such as further promotion of one province one LR project), 2) Establishment of small LR office/ section at DPT provincial office, 3) Increase of manpower at central and provinces.
- DPT ordered the DPT provincial offices to find appropriate sites for LR based on the 'One Province, One LR project. LR projects may also spread by the word of mouth.
- 'One Province, One LR project' is not easy to be done due to the lack of manpower at provinces.

**9. Others**

- It is necessary to implement pilot project as early as possible. Number of pilot projects can be reduced from 10 to 4 to provide more focus on each project.
- It is agreeable to reduce the number of pilot projects from 10 to 4 (Yala, Lampang, Nan, and Samut Sakhon) to focus more on each project. It does not mean other 6 projects are stopped.
- It is suggested to JICA to support the observation trip to Japan for land owners who are interested in LR with the cost sharing basis as there is still no LR site in Thailand.

## **Interview Result for DPT staff**

### **1. Role of stakeholders**

- Capabilities of Provincial Offices are different. Currently 50% of replotting works are being done jointly by DPT and Provincial Offices and the other half are being done by DPT. It is possible for Provincial Office to conduct replotting in the future through the technical transfer (training) from DPT. For this, DPT has to develop the useful standard.
- DPT Provincial Offices have human resource to conduct replotting. There may be more constraints on computer capacity.

### **2. Progress of Outputs and problem/ constraints**

#### **<Output 1: Orders, rules and regulations>**

- It is expected that 26 necessary order, rules and regulation are enacted by the end of this year.

#### **<Output 4: Management>**

- Working group meeting of implementation group is held every two weeks
- Development of the guideline for management of LR has not been progressed well due to the delay in the start of the pilot projects. Know-how of the management can be accumulated by implementing the project from the beginning to the end.

#### **<Output 5: Private sector>**

- Working group meeting of public sector group is held every two weeks
- Regarding the Public Relations, it has been proposed to utilize the network the Federation of Thai Industry, Board of Trade of Thailand, Real Estate Association, and Bank Association.
- Promotion of public relations and involvement of private sector is important to promote land Readjustment. It is possible to attract the private sector as the initial investment cost is low for the LR projects.
- Involvement of private sector (developer, consulting firm) is not easy. Historical background and legal environment differ in Thailand and in Japan. LR has just started in Thailand.
- Two issues determines the involvement of private sector; 1) government policy to support the LR, 2) return of investment (private sector feel opportunity loss with long time-span for return.

#### **<General >**

- There are four factors which determine the achievement of the LR namely 1) Clear policy at central and provincial level, 2) Human resource at central and provincial level, 3) equipment, and 4) political and social factor. At this moment, 2) and 4) are the major constraints of the pilot project. Development of human resource is not sufficient as the LR activities started just two years ago. Regarding 4), there are various factors, such as reluctance to move form the land inherited from their ancestors, and absence of land owner in the area.



### 3. **Technical Transfer**

#### **<Enhancement of capacity through the inputs by Japanese experts>**

(all the interviewees answered their capacities have been enhanced)

- As the management of LR needs experience of implementation, sharing the rich experience of Japanese experts is meaningful.
- It was good that the short-term expert not only introduced case study of Japan but also examine how the approach can be applied in Thailand by the discussion with participants.
- Awareness and knowledge for the management of the LR project, such as for financial management and importance of communication, have been increased through learning of cases in Japan.
- Mr. Asai's training on replotting was useful.
- Training by the short-term expert was too short (replotting). Case study of post-replotting assessment (condition of replotting sites after 5-10 years) should be also introduced.
- Understanding on financial management has been enhanced thanks to the workshop which Japanese expert conducted weekly.
- Presentation by the Japanese consulting firm at the seminar was very attractive and effective.
- Advice on boundary for LR was a very good lesson to consider the impact of LR comprehensively.

#### **<Constraints for technical transfer from Japanese experts>**

- There are no constraints

#### **<Spread of the technology in the LR Bureau>**

- Working Group is a good opportunity to share the technology

#### **<Disseminate to the provincial level>**

- Knowledge and skills on mapping can be disseminated to the provincial level through the training. Some of Provincial Offices have already capable of developing maps. Most of the provincial offices have at least one staff that can use the software for mapping.
- DPT Provincial Office has capability to implement LR except replotting. Utilization of the private company may be appropriate for the actual implementation work by considering work load and technical level at staff of the Provincial Office (the staff does not have sufficient time to conduct replotting). It is also difficult to expect to the municipalities as they also have limited time for the LR.
- The number of staff at DPT Provincial Office must be increased and LR section must be established.

#### **<Utilization of technology transferred during preceding project (DMUD) >**

- LRP Project has been implemented based on the knowledge accumulated during the DMUD

#### **<Effectiveness of training in Japan>**

- Yes (all interviewees)

**(M/P)**

- Skill to develop the map have been improved to make the reader understand more easily

**(Replotting)**

- Duration and contents were not enough (no training on the development of map)
- Manual for the developing map will be improved thanks to the training in Japan.

**4. Maintenance of the project equipment**

- Project equipment are used and maintained properly.
- There are needs of upgrading both hardware and software.

**Others**

- After the start of the pilot project, DPT staff has to monitor and take care of each project intensively to learn from the practice. With the current number of DPT staff, it is difficult to maintain the 10 pilot sites. It has been discussed in the CP to reduce the pilot sites to 4.
- The major factor for the progress of Yala and Lampang compared with other pilot sites is the support by LA. Their supports of the budget to start the work were important.

## **Interview Result for DPT Provincial Office**

### **1. Relevance of the Project in provinces**

- Land owners have land but don't know how to utilize or enhance the value of the land. LR method is considered as a new method to utilize the land. Interests of the land owners are very high.
- There is an opinion that LR is not effective in the area where construction of houses and buildings are rare. However, land owners have strong interests and they are ready to develop the areas after the LR.
- LR is a new concept and needs balanced development of the area. It is good to start LR at the new place rather than cities already developed with the old concept.
- LR is effective for the city area in the provinces.

### **2. Contributing factors to proceed the pilot project**

- High level of understanding and interest of land owners. Readiness of land owners to be a pioneer and model of the LR.
- High level of awareness on LR by land owners, governor, and others (about 85% of land owners of LR site have already agreed on the LR). Strong tie between the land owner and staff of DPT Provincial Office is also essential for the promotion of LR.

### **3. Impeding factors/ concerns for the implementation of LR project**

- There is only one City Planner who knows and support LR in the Provincial DPT office.
- The utilization of the reserved land has not been planned yet.

### **4. Role of DPT and Provincial Office**

- DPT should make more emphasis on LR to support DPT Provincial Office and LA, which does not have enough knowledge.

### **5. Capacity of Provincial Office**

- Technical capability of the Provincial Office may not be enough. However, there are private company which implementation body can contract out the survey and physical work.
- City Planner knows LR well. However, it is still difficult to understand the replotting and evaluation of land value.

### **6. Collaboration with concerned organizations**

- The pilot project is proceeding with the joint effort of DPT Provincial Office and City Office. Provincial LR Office is in the City Office.

**7. Others**

- Strengthening of the public relationship is very important. The best way to increase the awareness of the people is to show the successful site of LR.
- LR Fund should be used before the pilot project for survey and evaluation.
- Advanced pilot project site can be a resource center to share the experience and to disseminate knowledge and skill at provincial level easily.
- People are waiting for the implementation and completion of pilot projects. More focus should be put on pilot projects. It is better to reduce the number of pilot site to focus more on each project.

## **Interview Result for Japanese experts**

### **1. Major factors contributing to the achievement of the activity targets**

- Members of LR Committee, who was the members of the LR committee when the LR Law was enacted in 2004, still remain in the Committee.
- High commitment of C/P
- Strong leadership and promotion of LR by the former Deputy Director-General of DPT and former director of LR Bureau.

### **2. Major constraints to the achievement of activity targets**

- C/P has heavy work load for the coordination of pilot projects and institutional set-up for the pilot projects. Logically, institutional set-up should be prioritized for the approval of the pilot project and it may be better to focus on institutional development even if the progress of the pilot project is delayed. But, the C/P is also under pressure to produce the outputs (approval of pilot projects). There is a concern that the manpower of the LR Bureau is not sufficient to pursue both duties. It may be better to reduce the number of pilot projects to focus more on institutional set-up.
- It seems difficult to run 10 pilot sites with current manpower and working group formation based on the pilot site. Re-allocation of the working group is suggested to run the pilot project more efficiently.
- Delay of the enforcement of the necessary order, rules, and regulations delayed the start of the pilot projects (but, on the other hand, it can be said that there were things which could be done for the institutional set-up thanks to the delay)
- Insufficient communication in LR Bureau (for example, understanding of the budget arrangement)
- There was a misunderstanding on the implementation of pilot projects under the LRP Project and enforcement of the necessary laws. Against the understanding during the project design, the Project has not been able to start the pilot projects without the enforcement of concerned orders, rules and regulation. .

### **3. Inputs**

#### **<Quality, quantity and timing of the inputs>**

- It is considered necessary to dispatch the short-term expert for the Master Plan after the return of long-term expert to follow-up the development and dissemination of manual for the Project Master Plan.
- Allocation of the C/P is appropriate. However, the counterpart is loaded. Actions, such as reallocation of duties and utilization of junior staff are recommended.

**<quality, size and convenience of facilities>**

- Appropriate
- It may be good if the desk of the each staff is re-arranged based on the composition of working groups

**4. Technical Transfer**

**<Enhancement of capacity through the inputs by Japanese experts>**

- Calculation skill for replotting has been improved very much. It seems the training conducted by the short-term expert was highly effective.
- The skill level of C/P is still not enough. Regarding the replotting, DTP staff can do calculation. But, they still need skill and experience to verify the appropriateness of the calculation. It is expected for the short-term experts for this year to provide this skill. The experience must be also gained through the pilot project.
- It is very important to think about financial sources for the LR project. It is recognized as a part of the capacity enhancement that the C/P understands the necessity and importance to consider the financial management before the implementation of the LR project.
- C/P was enabled to think about necessary issues for the actual implementation of LR projects.
- As the level of the technical capacity is high, it is not like a technical transfer from Japanese experts but like co-work. It is about how much Japanese Experts can provide necessary information to support their work.
- Awareness of C/P on contribution ratio and fairness has been increased.

**<Constraints for technical transfer from Japanese experts>**

- There is a time constraint for the technology transfer due to the heavy load of C/P. It is suggested to C/P to work under subject-based working groups to enhance the work efficiency. Subject-based working group is also appropriate for the intensive technical transfer from Japanese experts.
- As the pilot project have not started yet, technical transfer for the management of the LR projects and negotiation with land owners are not started.
- Though C/P makes a good environment for communication, there is a language barrier.
- Technical expertise of Japanese expert. Higher technical expertise may be expected.

**<Spread of the technology in the LR Bureau>**

- Co-work in working teams contributes to the spread of the technology in DPT
- Information is shared among the working group and there are not many differences in the level of understanding in the team members.
- Technology is shared well. Set-up of the opportunity for the communication through working group meetings and development of meeting minutes contribute to the spread of the technology.
- Several staff shares the detail of the working process. Therefore, transferred technology will

remain the LR Bureau.

**<Utilization of technology transferred during preceding project (DMUD) >**

- Manual and guidelines were developed and trainings were conducted by DMUD. They are the base for the capacity building of the LRP Project. Manuals and guidelines were translated to Thai and revised to meet the context in Thailand by the LRP Project. .
- Necessary rule and regulations were drafted during the DMUD and it directly contributes to the progress of the LRP Project.
- Awareness on LR was raised and groundwork was established during the DMUD.

**<Effectiveness of training in Japan>**

**(M/P)**

- Manual to draft the Provincial Master Plan was developed after the training in Japan
- Although the training might be a good chance to review the concept on master plan, there might be not many new leanings for C/P.

**(Replotting)**

- The training was conducted complementarily. Detail of the replotting skill was taught by the consulting company. C/P developed the manual after the training.

**5. Project Management**

**<Decision making process>**

- Managers' meetings are being conducted according to the necessity (1-2 times a month in average).
- Staff meeting is conducted once in month and it functions well, though it is difficult to step into the policy issue of Thailand.
- Steering Committee meeting and JCC meeting are held every three months and six months, respectively. They are good occasions to the share the progress of the project and let C/P summarize the progress.

**<Communication>**

- There is no communication problem.
- There was a language barrier.
- There was no direct communication with TICA.

**<Contributing factor for the good project management>**

- Sincerity of the C/P is the major factors contributing to good management of the Project

**<Constraints for the good project management>**

- Heavy work load on C/P.
- Change of Director of LR Bureau. There was a time gap before the assignment of new director.
- Insufficient communication between divisions and working groups in LR Bureau (for example, understanding of the budget arrangement)

**6. Monitoring**

- Monitoring system functions appropriately.
- Steering Committee Meeting functions not only as a place for monitoring but also for C/P to present the progress of the work.
- Working Group mechanism is functioning well. It is a good chance for Japanese experts to understand the weak points of C/P through the discussion.
- Key personnel take the leader's role of more than two working groups and it becomes the burden. One staff should take only one leader's role of the working group.
- Frequency of regular meeting is getting less. The meetings are not conducted every two weeks as planned.

**7. Maintenance of the project equipment**

- As long as observed during the visit to pilot provinces, the equipment is used and maintained properly.

**8. Ownership**

- Budget for one pilot project is allocated by DPT.
- Allocation of the C/P is appropriate.
- The percentage of working time of the C/P used for the project activities is 70-80%, 60%, 30%, and 25% (by 4 Japanese experts) (some experts may consider the indirect work and some may not).
- Ownership of the C/P on the Project is high. The problem is their heavy work load.
- C/P has a pride to be a pass finder of LR

**9. Sustainability**

- As policy and legal environment for LR has been established, the level of the resource allocation will be maintained.
- It depends on the policy after the conclusion of 10 pilot projects.
- DPT Provincial Office should be utilized. Though there is a limitation in the manpower of the DPT provincial staff (LA has more manpower), direct network with DPT should be utilized. DPT Provincial Office also needs reallocation of work responsibility to improve the work efficiency.
- Frequent interaction between DPT and DPT Provincial Office and intensive OJT for provincial staff at DPT is necessary.
- It is good if DPT can utilize the advanced Provincial Office as a center of satellite resource center.
- It is good to develop regional resource center (advanced DPT provincial office) and conduct



meeting/seminar at regional basis. DPT staff also participate to provide technical guidance (it is better than follow-up each province)

- Cooperation with BMA should be strengthened. Interaction at director's level can be a trigger of the further cooperation.
- Completion of pilot projects is the best promotion of LR and it brings other pilot projects. However, delay of pilot projects decreases the motivation of concerned persons.

#### **10. External environment**

- There is no any significant change in the external environment.
- Decrease in land price may affect the promotion of the LR

#### **11. Future**

- There is no serious positive/ negative impacts of the Project
- Enforcement of more strict regulation for the land development will positively affect the promotion of LR projects
- If the government introduces positive economic policy, it will be a tail wind for the LR.

#### **12. Others**

- Further supports are necessary after the completion of the Project to maintain the project effect and to make LR root in Thailand.
- Selection of the pilot sites was appropriate as fields for practice. However, the appropriateness of the selection is in question in terms of the necessity of the LR project.
- It is important to establish registration system of land.

## **Interview Result with BMA and NHA**

### **1. Relevance and expectation to the Project**

#### **< Appropriateness of project strategy >**

- The project is appropriate for urban development and improving the urban environment in Thailand. Thanks to the preceding project (DMUD), knowledge bases on technical matters were established at DPT and BMA. The next step is the implementation of the pilot projects as well as further transfer of technology.
- Improvement in the access to facilities, such as access to road, electricity, and water supply as a result of LR brings the higher value of the land and tax revenue. It is also important to note that the use of each plot becomes more useful.
- LR is a practical way to solve the problem of urban plan by getting participation from the people.
- It was appropriate to select pilot sites with higher potential of LR implementation. Involvement of land owners and other stakeholders are very important.

#### **<Roles of LRP Project for urban development and improving the urban environment >**

- Japan has a good expertise of LR project based on the sound project experience while Thailand is lacking the experience and case study. Therefore, technical cooperation in this sector is highly important. DPT has a role to disseminate the acquired technology to other stakeholders.

#### **<Cooperation with LRP Project>**

- There are three major stakeholders on LR project in Thailand, namely DPT, BMA, and NHA. DPT and BMA have similar responsibility to implement LR projects. Capability of both DPT and BMA should be enhanced. Cooperation mechanism during the DMUD is a good model.
- There are strong needs for the standardized methods for the LR project, such as for the replotting. Therefore, it is appreciated if DPT can share the authorized manuals for LR projects. It is also appreciated if external participants can join the training for DPA staff conducted by Japanese experts.

#### **<Suggestions for the project and concerned organizations >**

- The concept of LR is good. However, the return from the investment is low and time framework for return is long. Therefore, it is not easy to attract the private sector to the LR projects. It is also difficult for public bodies to invite private sector without clear standard and transparency. There is a need of standardized subsidy system for LR projects to involve private sector as well as protect public bodies. LR Fund is a hope. However, the level of budget is too low (70 million Baht).
- Establishment of platform at national level on LR, such as LR association, as the one in Japan may be a good idea to strengthen networking among stakeholders, including the private sectors. In Thailand, there are only associations at implementation level of each LR sites. At

project level, JICA also applied PPP (Public-Private partnership) approach for the development of Ladkrabang area.

- Pilot project sites can be a center of LR in the neighboring provinces.
- Universities can be utilized for the LR in the province based on their academic expertise.

## **2. Management of the Project**

- The seminar on the development of Master Plan, which was conducted in February 2007, was good and useful.
- During the DMUD Project, there was a good cooperation both at management and staff levels. Currently, the communication with DPT is not frequent and limited to the particular occasions, such as JCC, and personal level.
- There is no regular communication with DPT.
- The seminar on the development of Master Plan, which was conducted in February 2007, was good and useful.

## **3. Others**

- Though the logic to transfer the knowledge, skill, and experience of Japanese Experts on LA to BMA through the strengthening of DTA is understandable, BMA still needs immediate technical support for pilot projects.

**Results of the Questionnaires****NUMBER OF RESPONDENTS****DPT Provincial Offices: 7****Local Authorities (LA) : 8****1. EFFECTIVENESS OF LAND READJUSTMENT AND LRP PROJECT**

Q 1. Do you think the Land Readjustment is an effective approach for the urban development and improvement of urban environment?

	<b>Highly effective</b>	<b>Effective</b>	<b>Less effective</b>	<b>Not effective</b>
DPT Provincial Offices	7			
LA	4	4		
<b>Total</b>	<b>11</b>	<b>4</b>		

Q 2. What do you think are the major advantages of the Land Readjustment for urban dwellers and society?

<DPT Provincial Offices>

1. The people who live in the developed land have a good quality of life. (4 DPT Provincial Offices)
2. The land is used effectively. (3)
3. The land can be developed fast and safe. (2)
4. The community is in order and beautiful. (2)
5. The land can be developed based on the objective of the whole city plan.
6. The land owners have the participation in land development, have a chance to build good relationship among them, have a chance to think and work together to get the fair benefits.
7. Land owners share equal benefit.
8. Land owners have more choice to develop their own lands.
9. The land is in good order and shape.
10. The value of land is increased.
11. There is the safety to the community.
12. The land is developed effectively, the city is beautiful, and the living people are happy and have good mental health.
13. The participation between the governmental sectors and people.
14. It is obvious to see the result of the operation.
15. The convenience of transportation resulted from the good transportation system.

<LA>

1. The use of land is more effective. (4 LA)
2. Having better environment. (3)
3. This is the way to solve the problem of the locked area (inaccessible area) to reduce the loss of economics from leaving the land useless because of the inaccessible areas. (3)
4. To be able to live in the same area with better facility and utility system. (2)
5. Good participation. (2)
6. Low costs.
7. Satisfy the need of the land owners.
8. The society and quality of living is good.
9. Having the good standard of basic infrastructure.
10. The beneficiaries must be responsible for the cost which leads to the fair development. Many times of meeting among the land owners during the project create good relationship.
11. This is the way to increase the land value without money investment.
12. The community is in order.
13. The convenience of transportation, the road plan is in order and beautiful.

14. The areas are well developed.
15. The use of the land follows the city plan.

Q 3. What do you think are the major concerns for the promotion of the Land Readjustment?

(DPT Provincial Offices)

1. The knowledge and understanding of land readjustment of the governmental sectors, local administrative organizations, and the land owners. (2)
2. The land owners have to think for the benefit of the whole community rather than themselves. (2)
3. Good cooperation of local government. (2)
4. The budget for the operation. (2)
5. The development policy and guideline. (2)
6. The budget especially for the construction.
7. The main target and objectives of the land readjustment.
8. The need and cooperation of the land owners.
9. The clear operation guideline and law to support.
10. Economic speculation of the land owners after the project.
11. The successful model of the city/community developed by the LR project. (in every time of the meeting someone always asks which province has finished the LR project)
12. The public relation.
13. Making the land owners to understand and operating fast to see the result.
14. The support of the governmental sectors at the early stage.
15. The understanding and participation of the land owners.

(LA)

1. Budget from the government in the pilot project. (2)
2. The participation of all sectors (private sector, land owners, and others). (2)
3. Special law or measure for the land owners who don't agree with the project.
4. Building the good understanding and awareness for the mutual responsibility on providing the facility to the community, donation of money and time for the project.
5. The trust of the project resulted from the support from the government sectors.
6. The public relation, the principle of land readjustment, and the benefits of the project.
7. The correct understanding of the governmental officers of the land readjustment.
8. Good and proper management.
9. Investment.
10. Effective and proper use of land.
11. The continuity of money, budget, operation, and construction.
12. Fairness and speed of the preparation of the land document.

Q 4. Is the LRP Project relevant with the promotion of the Land Readjustment?

	<b>Highly effective</b>	<b>Effective</b>	<b>Less effective</b>	<b>Not effective</b>
DPT Provincial Offices	7			
LA	5	2	1	
<b>Total</b>	<b>12</b>	<b>2</b>	<b>1</b>	

Q 4-a. If your answer is 'less relevant' or 'not relevant', please specify the reason/ suggest how to make the Project more relevant.

- It is less effective because there is no project that has already finished and there is less effort to finish it. In addition, most of the projects are the pilot projects which are not quite effective.

**2. PILOT PROJECT UNDER LRP PROJECT**

Q 5. What is the present situation of the Pilot Project under LRP Project?

1. conducting land survey/evaluation 2. designing plotting, 3. preparing project master plan  
4. waiting for the approval of the land readjustment plan, 5. others

	Land survey	Plotting	Master Plan	Waiting	Others
DPT Provincial Offices			2	6	
LA	4		3		
<b>Total</b>	<b>4</b>		<b>5</b>	6	

Q 6. What are the difficulties you have faced so far to proceed this Pilot Project, if any?

(DPT Provincial Offices)

1. The operation of the project is slow due to the law constraint. (2)
2. As some of land owners are in other provinces, collection of document is difficult.
3. The land has not been transferred to the relatives after the death of land owner.
4. The inspection of the document of the bank or other concerning organizations usually takes a long time and has many procedures.
5. The land owners have the land that has not been registered yet.
6. Unclear guideline of operation
7. Process of implementation in term of law procedure.
8. Some of land owners hesitate to join the project because the land readjustment is a very new development way for them.
9. The plan of the road line of the project through the area of the factory.
10. The continuity of the project and unclear process of the operation. There are several times of meeting and each time the result is against to the expectation of participants due to the poor progress. And the land owners complain a lot about the delay as a wasting of time.
11. Making the land owner confidence that the project will be finished successfully.
12. Couldn't find the land owners because they are not living in the project area.
13. The land has been transferred to many owners.
14. The local organizations in charge of the project are not working well and fast enough.
15. Working that is not based on the principle of land readjustment.
16. Some of land owners are not thinking about the benefit of the community as a whole.

(LA)

1. Some of land owners are not cooperative. (2)
2. The budget is not enough. (2)
3. There are 2 projects in the same area and it takes long time.
4. The land owners don't want to donate some parts of their lands to the project.
5. The very high cost of land readjustment project.
6. The land owners are not confident with the project.
7. The coordination and cooperation for activity are not adequate.
8. Many of land readjustment projects cannot be continued because of the problem of law and operation process, low attention from the government, and the unclear in the policy level.
9. The operation without the clear plan.
10. The method and process of operation is not clear.
11. Low experiences to operate the project.
12. The principle and condition to operate the project.
13. The format of the land plot is still not clear.
14. The governmental sectors or the land owners don't put much effort to operate.
15. The preparation of the land document after the readjustment.
16. The land owners give too much importance on their benefits.

Q 7. What are your concerns for the future procedure of this Pilot Project, if any?

(DPT Provincial Offices)

1. The minor-law based on the Act of the Land Readjustment B.E. 2547 (2004) should be enacted soon for further operation.
2. The government sectors have to approve the project for doing the plotting because the land owners have a very good cooperation and expect that this project will be finished soon.
3. To make sure that the infrastructure will be finished in short period.
4. Reserved land should be covered all the project costs and appeal in potentially activities to the city.
5. The construction of the road.
6. The meeting should be held on regular basis and each time should have some progress to ensure the land owners that the LR project is going well. In addition, the reporting such as making the newsletter distributing to the land owners and the committee of the project for every quarter of the year should be applied.
7. The public relation to make good understanding.
8. The operation of the project should be fast so that the land owners will have the confidence.
9. The principle and process of the operation should be paid more attention.
10. The donation of land of each plot and each land owner must be fair.
11. The shape of the new plot after readjustment.

(LA)

1. To have the budget supports. (4)
2. The project should be finished fast to be used as a model.
3. Making the confidence of the land owners to the project.
4. The budget must be clear and fast to obtain.
5. To have more training course of the land readjustment.
6. The preparation of master plan and the process of replotting must be clear and able to use with Thai culture and society.
7. The implementation plan.
8. Rules and regulations concerning the project operation.
9. The duration of the project should be well organized.
10. Pay more attention on the practice basis.
11. Pay attention on preparation of the new land document after readjustment.

Q 8. Do you think the Land Readjustment under the Pilot Project will be realized?

	<b>Yes</b>	<b>Maybe yes</b>	<b>Maybe no</b>	<b>No</b>
DPT Provincial Offices	4	2	1	
LA	3	4		
<b>Total</b>	<b>7</b>	<b>6</b>	<b>1</b>	

Q8-a. If your answer is 'maybe no' or 'no' please specify the reason.

- At this moment the pilot project has not been finished yet. And the concerning organizations and land owners are not confident that this project will be successful because this is quite a new thing. Sometimes there is a confusion of city plan, land readjustment, and agricultural land reform. So, the continuity to strengthen the public relation should be used. In addition, the current pilot project should be finished soon to use as a project model for the people to see the benefits of the land readjustment.

**3. KNOWLEDGE AND SKILL ON LAND READJUSTMENT**

Q 9. Do you think you have enough knowledge and skill to implement the Land Readjustment?

	<b>Yes</b>	<b>No</b>
DPT Provincial Offices	2	5
LA	2	6
<b>Total</b>	<b>4</b>	<b>11</b>

Q 9-a. If your answer is 'no', what knowledge and skill do you require?

(DPT Provincial Offices)

1. Land replotting. (2)
2. The price assessment of land of each plot before and after readjustment. (2)
3. The knowledge about the law of land readjustment and other concerning laws.
4. Concept and principle of land development.
5. The assessment such as for road. PS. The assessment of value, not cost.
6. The operation process of the project from beginning to end in detail.
7. The financial plan.

(LA)

1. Replotting (area, proportional and combine method). (3)
2. The public relation to the land owners.
3. Preparing the operation plan identified by the law.
4. The feasibility study of the project.
5. The persuasion technique for the land owners to join the project.
6. The details of LR.
7. The using of the land readjustment program, proportion of the land, and the theory of the land readjustment.
8. The process of the land readjustment, issuing the land document, making the community to understand.

Q 10. Did you attend Training Course for the Land Readjustment Master Plan Development conducted by the LRP Project?

	<b>Yes</b>	<b>No</b>
DPT Provincial Offices	6	1
LA	3	5
<b>Total</b>	<b>9</b>	<b>6</b>

Q. 10-a. If your answer is 'yes', do you think the Training Course is relevant for drafting Land Readjustment Master Plan?

	<b>Highly effective</b>	<b>Effective</b>	<b>Less effective</b>	<b>Not effective</b>
DPT Provincial Offices	4	2		
LA	3			
<b>Total</b>	<b>7</b>	<b>2</b>		

Q.10-b. If your answer is 'less relevant' or 'not relevant, please specify the reason/ suggest how to make the Training Course more relevant.

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Q 11. Do you have the manual to draft Land Readjustment Project Master Plan developed by the LRP Project?

	Yes	No
DPT Provincial Offices	7	
LA	3	5
<b>Total</b>	<b>10</b>	<b>5</b>

Q .11-a. If your answer is 'yes', please mark the followings;

1) Your level of understanding:

	Very high	High	Fair	Low	Very Low
DPT Provincial Offices	1	4	1	1	
LA		2	1		
<b>Total</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>1</b>	

2) Your level of satisfaction:

	Very high	High	Fair	Low	Very Low
DPT Provincial Offices	3	3	1		
LA		1	1		
<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>		

3) Usefulness for developing master plan:

	Very high	High	Fair	Low	Very Low
DPT Provincial Offices	3	3	1		
LA	1	2			
<b>Total</b>	<b>4</b>	<b>5</b>	<b>1</b>		

#### 4. UTILIZATION OF LAND READJUSTMENT FUND

Q 12. Do you know the detail of the Land Readjustment Fund (LR Fund)

	Yes	No
DPT Provincial Offices	5	2
LA	4	4
<b>Total</b>	<b>9</b>	<b>6</b>

Q.12-a. If your answer is 'yes', are you willing to apply for the allocation of the fund for the Land Readjustment?

	Yes	No
DPT Provincial Offices	5	0
LA	2	2
<b>Total</b>	<b>7</b>	<b>2</b>

Q.12-b. If your answer is 'no', please specify the reason.

1. It is just a small fund which is not enough for many current land readjustment projects. (2)
2. I'm not the target group.
3. The process and condition to apply are still not clear.