

**SUCCESSFUL IMPLEMENTATION FOR THAILAND AS
AN EMERGING DONOR FOR INFRASTRUCTURE
DEVELOPMENT IN GMS**

Onramon Shuaytong

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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ABSTRACT

Title of Dissertation	Successful Implementation for Thailand as an Emerging Donor for Infrastructure Development in GMS
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This study was undertaken to accomplish five objectives: 1) to understand the need for Thailand to provide infrastructure assistance to neighboring countries, 2) to explore the various definitions of NEDA's projects' success from the point of view of different stakeholders comprised of the government, local administrations, and local people, 3) To explore a consensus definition of NEDA's projects' success, 4) to explore the factors that affect NEDA projects' success, and 5) to propose a model for NEDA's projects' implementation success. The study applied the qualitative method, and three main research methods were employed in gathering the data for this study: document analysis, semi-structured interviews, and non-participant observation. The semi-structured interviews were conducted with thirty-four key informants comprised of nine key informants from Thai government agencies, six key informants from local administrations, fifteen key informants representing the local people, and four key informants from the Lao PDR, Cambodia, and Myanmar. The analysis of the interview transcripts and field notes was based on the inductive approach, leading to the formation of patterns, themes, and categories in the data based on three steps in the qualitative data analysis: data reduction, data display, and conclusion drawing or verification. For improving the credibility and confirmability of this paper, content analysis and triangulation methods were used. The triangulation method in this study involved data triangulation comprised of space triangulation with different sites in Cambodia, Lao PDR, and Myanmar); method triangulation using three methods: semi-structured interviews, non-participant observation, and documentation review;

and informant triangulation using three different types of informants (government, local administration, and local people).

The study findings revealed that government and neighboring countries defined success at the outcome level (improving quality of life, Subregion economic development, fostering partnerships and strengthening relationships with neighboring countries), whereas local administrations and local people considered success at the output level (reducing travel time and facilitate border trade).

Further, the results from this research, identified five factors that influence NEDA projects' success. The factors are 1) policy standards and objectives; 2) participations; 3) organization configuration; 4) the social and political environment, and 5) harmonization and coordination between donors.

Finally, it is recommended that government should promote constructive relationships with neighboring countries and should be aware of the best interests of neighboring countries and avoid misunderstandings regarding the use of financial assistance projects as a tool for the support of politicians. Further, government should develop soft infrastructure along with hard infrastructure and should become more closely involved with the process of establishing a regional body which might be able to address the needs of businesses within the GMS on a collaborative level. Aside from that, NEDA as implementer should develop partnerships with other international donors (ADB, AIIB, JICA, the World Bank), which could enable the transfer of best practices, spread knowledge of best practice in matters such as logistics, and actively seek out synergistic relationships within the processes of regional trade and funding sources (co-finance).

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ABBREVIATIONS

Abbreviations

Equivalence

ACMECS	Ayeyawady-Chao Praya-Mekong Economic Cooperation Strategy
ADB	The Asian Development Bank
AEC	ASEAN Economic Community
AIIB	The Asian Infrastructure Investment Bank and Economic Cooperation
ASEAN	Association of Southeast Asian Nations
BIMSTEC	Bay of Bengal Initiative for Multi-Sectoral Technical Board
CBTA	Cross-border Transport Agreement
CLMV	Cambodia, Lao PDR, Myanmar and Vietnam Commission
	Cooperation Agency (Public Organization)
DAC	The Development Assistance Committee Development
EWEC	The East-West Economic Corridor
GMS	Greater Mekong Subregion
IDA	The International Development Association
IMF	The International Monetary Fund
IMT-GT	Indonesia-Malaysia-Thailand Growth Triangle
JICA	Japan International Cooperation Agency
Lao PDR	Lao People's Democratic Republic
MDGs	The Millennium Development Goals
NEDA	The Neighbouring Countries Economic Development
NESDB	The National Economic and Social Development
NGOs	Non-governmental Organizations

NSEC	The North-South Economic Corridor
ODA	Official Development Assistance
OECD	The Organization for Economic Cooperation and
OPDC	The Office of the Public Sector Development
SEC	The Southern Economic Corridor
TICA	Thailand Incentive and Convention Association
UN	The United Nations
WB	The World Bank

CHAPTER 1

INTRODUCTION

1.1 Statement and Significance of the Study

The role of infrastructure capital as an engine for growth has long been recognized by the world community. Lack of infrastructure renders existing capital equipment inefficient and expedites wear and tear, while good infrastructure helps workers maintain their health and achieve peak efficiency (Kwan Choi & Choi, 2008). Infrastructure plays an important role in economic development by sharing the benefits of growth with communities and poorer people, particularly in inaccessible, isolated areas and landlocked countries. Infrastructure development enables poor people's access to basic facilities and increase their income capacity. Physical connectivity through cross-border infrastructure development is essential for increased regional cooperation and economic development (Kuroda, 2006). Accordingly, substantial aid in both monetary and physical forms has been funneled constantly to the world's low-income countries since World War II (Kwan Choi & Choi, 2007).

Thailand is obviously a so-called well-developed country in terms of the transportation network in the Greater Mekong Subregion (GMS). GMS consists of six countries namely Thailand, Myanmar, Lao PDR, Cambodia, Vietnam and Southern China (Yunnan), it was established in 1992 with objectives stimulating economic growth, social and cultural development in the region. According to GMS infrastructure indication, Thailand is recognizably a well developed country in the transportation network area, and as shown in table 1.1, the portion of paved roads in Thailand was 98.5% of total roads, whereas Cambodia, Lao PDR, and Myanmar had paved roads at 6.3%, 14.4% and 11.4% accordingly. This shows significant development in Thailand whereas neighboring countries still are confronting difficulties of poverty and economic development, causing greater disparities in social

and economic development, and the inequalities in infrastructure development have had significant impacts on the prosperity of the Subregion.

Table 1.1 Infrastructure Indicators for GMS

	Land area (mil km ²)	Population density (per km ²)	Rural Pop (% tot)	Roads (mil km) ¹	Paved roads (% tot) ¹	Rail lines (mil km) ¹
Cambodia	176.52	80.4	79.7	38.3	6.3	0.7
Lao PDR	230.8	25	79	31.2	14.4	..
Myanmar	657.55	73.6	68.7	28	11.4	..
Thailand	510.89	124.2	67.4	57.4	98.5	4
Viet Nam	310.07	271.3	73.1	222.2	25.1	2.7
PRC	9327.49	140.6	58.7	1930.5	81.6	62.2
PRC GMS²	630.8	150.4		288.8		5

Source: World Bank, 2008.

The Thai policy to foster partnerships with neighboring countries and the Subregion in the Mekong basin was maintained and built on in the 8th National Economic and Social Development Plan (1997-2002), whose 2 goals were set. First was to develop the Subregion and border areas to strengthen the economy of towns and communities and to provide opportunities to the local people. Second was to give emphasis to areas under the Mekong Subregion Cooperation Program. (Office of the National Economic and Social Development Board, 2010)

The particularly evident was in the 10th National Economic and Social Development Plan (2007-2011), the strategy was to pursue sustainable economic development with benefits being distributed to all parties concerned. One crucial issue is the promotion of cooperation with countries in the GMS, ACMECS, IMT-GT, JDS and BIMSTEC by developing basic infrastructure through the revision of national and international regulations so as to facilitate cross-border trade, investment, and tourism, together with the monitoring and prevention of social and environmental impacts and human resource development (Office of the National Economic and Social Development Board, 2010)

In line with the 11th National Economic and Social Development Plan (2012-2016), whose emphasis is still on fostering economic and social cooperation between Thailand, its neighboring countries, and other nations in the Subregion. Office of the National Economic and Social Development Board (2010, p. 127) stated that “Thailand needs to adjust its role to cater to changes in terms of expanding cooperation with its strategic partners in areas of economy, trade, communication and transportation, development and transfer of knowhow in the fields of human resources, technology and information technology. Therefore, seeking partnership with other countries in the region in the economic and other areas has become increasingly necessary.”

Form the above, it is clear that Thai government policy is to foster economic and social development between Thailand and its neighboring countries through strategic partnerships in order to promote Thailand as a trading hub among the Subregion. At this stage, one of the Thai government’s tools is aid agenda or providing assistance to neighboring countries. This is a consequence from the emergence of the aid agenda in the 1990s and early 2000s has spread its effects globally. In GMS, where market forces have been developed and competitiveness has been increasing, major donors have introduced their own corporate policies to complete aid programs. Majors donors such as the Asian Development Bank (ADB), the World Bank (WB), the Japan International Cooperation Agency (JICA), and the People's Republic of China have been extending different forms of assistance to the Lao PDR, Cambodia, Myanmar, and Vietnam (Institute of ASEAN Studies, 2010) including the establishment of the Asian Infrastructure Investment Bank (AIIB) with under the framework of ‘one belt, one road’ which aims to develop infrastructure in the region. For Thailand, Neighboring Countries Economic Development Cooperation Agency (Public Organization) or NEDA is among the first groups of government agency that have joined hands to form the infrastructure development in the Subregion. NEDA is an execute agency that implements the policy in alignment with Thailand’s 7th-11th National Economic and Social Development Plans. All projects are very important to the development of the Subregion and its rural areas. NEDA has laid down guidelines for developing a regional hub that will function as an economic and major employment generation base to cater to the economic growth and activities

in the central areas of the Subregion, together with a framework for forging linkages with the neighboring countries. Table 1.2 shows that Thailand is no longer receiving any Official Development Assistance (ODA) from other countries.

Table 1.2 Net Official Development Assistance (ODA) Received (Percent of Gross National Income)

Country	2009	2010	2011	2012	2013
Cambodia	7.2	6.8	6.5	6.1	5.5
Lao PDR	7.4	6.2	5.1	4.7	4.0
Myanmar	-	-	-	0.7	6.9
Thailand	0	0	0	0	0
Vietnam	3.7	2.6	2.8	2.8	2.5

Source: World Bank, 2016.

In 2005, Thailand has executed an agency to provides assistance to neighbors with sources of funds that are wholly from Thailand government budgets. However, after the establishment of NEDA, the Thai Government have faced this questions: “Why does Thailand have to provide infrastructure assistance to neighboring countries?” “Is Thailand rich enough?” “Why is the government not assisting rural areas in Thailand first?” In addition, the question regarding the measurement of project success was raised due to the current measurement by Office of the Public Sector Development Commission (OPDC), which focuses on number of completed projects but is missing critical perspectives represented by stakeholders.

This dissertation therefore not only focuses on the challenges for Thailand to switch its position from a recipient to a donor country, but also focuses on successful implementation of the assistance projects. All stakeholders’ perspectives are important and can provide a deep understanding regarding all aspects and are able to identify the factors that affect NEDA’s projects’ success in order to strengthen Thailand’s donor role. The research results can use as a guideline to enhance the NEDA’s ability to achieve performance improvement.

1.2 Objectives of the Study

- 1) To understand the need for Thailand to provide infrastructure assistance to neighboring countries
- 2) To explore the various definitions of NEDA's projects' success from the point of view of different stakeholders comprised of the government, local administrations, and local people
- 3) To explore a consensus definition of NEDA's projects' success
- 4) To explore the factors that affect NEDA projects' success
- 5) To propose a model for NEDA's projects' implementation success

1.3 Scope and Limitations of the Study

The scope of the study could be described in terms of its specific area, the specific organization, and the specific key informants of the study as follows:

1.3.1 Specific Area

This study focuses on financial assistance (grants/loans) to road construction projects for two main reasons.

First, NEDA has been provided assistance to neighboring countries in two different areas, financial assistance (grant/loan) and technical assistance (feasibilities study/training). In 2005, NEDA's main function was to provide financial assistance to neighboring countries, but recently provide technical assistance in 2013. The total 36 projects comprised 20 financial assistance projects and 16 technical assistance projects. The source of funds for financial assistance in total came from government budget allocation, limited to 2,000 Million Baht per project. The total budget allocation from 2005-2016 was 7,663.94 Million Baht. Therefore, this study focuses on financial assistance (grant/loan) because there more dimensions to study in connection with this than with technical assistance (feasibilities study/training).

Second, the proportion of financial assistance projects from NEDA mainly focused on road construction. The financial projects were divided into four main

categories: road construction projects, airport improvement projects, drainage pipeline construction projects, and railway construction projects. From 2007-2014, there were eleven projects on road construction equaling fifty-five percent of total projects. This study, therefore, focuses on completed financial assistance projects in road construction as fifty-five percent was significant in terms of impact.

This study focuses on financial assistance (grant/loan) regarding infrastructure development in Cambodia, Laos PDR, and Myanmar. Although there are six countries in the GMS, this study focuses on Cambodia, Laos PDR, and Myanmar because they are physically connected with Thailand's border and have a direct impact on Thailand. The specific areas in this research are:

- 1) National Road No. 67 Construction Project (R67) AnlongVeng-SiemReap: Thailand, AmphoeKhuKhan, Si Saket Cambodia, AnlongVeng
- 2) Road construction project from Chiang Rai Province-Kunming through Lao PDR (R3): Thailand, Amphoe Chiang Khong, Chiang Rai and Lao PDR, Kweng Bokaew, HuaySai
- 3) MaeSod/Myawaddy-Thingannyyinaung/Dawna Range Road Connection Project: Thailand, Amphoe Mae Sot, Tak Myanmar, Myawaddy

1.3.2 Specific Organization

The organization under study is Neighboring Countries Economic Development Cooperation Agency (Public Organization) or NEDA, attempting to identify the factors affecting project success.

1.3.3 Key Informants

The specific key informants under study consisted of three groups whose jobs were directly related to the provision of financial assistance in infrastructure development(road construction project)to neighboring countries, which were: 1) government agency (NEDA/TICA); 2) local administrations; and 3) local people (chamber of commerce/border people). The representatives from neighboring countries were included in this research: 1) the Deputy Director General of Public Works, Cambodia; 2) the Deputy Director General of the Road and Bridge Department, Lao PDR; and 3) the Deputy Superintending Engineer, Ministry of

Construction, Myanmar. All of the key informants were working/living in specific areas for at least 5 years and were directly related to the projects as follows:

- 1) National Road No. 67 Construction Project (R67) AnlongVeng-Siem Reap, Cambodia
- 2) Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3)
- 3) MaeSod/Myawaddy-Thingannyinaung/Dawna Range Road Connection Project, Myanmar

This paper focused on the factors that affect the success of NEDA projects, which can be used as tools for the government to formulate economic cooperation with neighbors. The definition of project success was mainly investigated regarding the donor role and the government of Thailand's development strategy.

1.4 Expected Benefits of the Study

The expected benefits of the study are in terms of academic interest and management practice.

1.4.1 Academic Benefit

This study purports to contribute to project success by means of identifying the factors that influence NEDA's projects' success.

1.4.2 Management Benefit

In view of the expected benefit to management, this study serves as a guideline to make recommendations for management development that will contribute to strengthening the donor role, focusing on subregion infrastructure development. The findings of the study can serve as basic information for government policy implementation, and can be made use of in terms of the refinement of existing policies to enhance the performance of government agents as deemed appropriate. It can thus be seen that part of Thailand's development strategy is related to its neighboring countries and the region. The linkage is achieved via the development of the infrastructure network - transport routes connecting Thailand to its neighbors and

the region and the development of logistics to promote the convenience of the transportation of goods, services, and people within the region. It is such a linkage that contributes to the success of the strategy of linking the Thai economy with the region.

1.5 The Organization of the Study

This dissertation is divided into five chapters and is structured in sequential chapters as follows:

Chapter 1: The introductory chapter explains the significance and objectives of the study. The study's scope and limitations are also described.

Chapter 2: Literature review was made to cover relevant theories and past empirical studies on related issues comprised of history back ground of NEDA, defining infrastructure, the principles of aid, project success, and policy implementation are discussed.

Chapter 3: The research methodology is described in this chapter. The improving credibility and confirmability are clearly stated.

Chapter 4: Findings and results on the need to provide assistance to neighboring countries, the definition on project's success from three difference level (government, local administrations and local people) and the factors that effect NEDA project's success. The model for NEDA's projects' implementation success is proposed.

Chapter 5: Conclusion, discussion, and recommendations are discussed.

CHAPTER 2

LITERATURE REVIEW

In this chapter of the dissertation, the literature review, an outline of the theoretical framework is discussed regarding the success of Thailand as a contributor to infrastructure development in order to create a framework to strengthen the donor role in the GMS. It is divided into five main sections. The first section outlines the historical background of NEDA. The second section concerns the definition of infrastructure, followed by the third section, the principle of aid and its effectiveness. The fourth section defines project success and its dimensions. The last section discusses the concept of policy implementation and the variables from the six policy implementation models.

2.1 Historical Background of NEDA

The Neighboring Countries Economic Development Cooperation Agency (Public Organization) or NEDA was established in 2005 in Thailand under Royal Decree. It formerly was known as NEDF or the Neighboring Countries Economic Development Fund, established in 1996 as an agency under the Fiscal Policy Office, Ministry of Finance. In order to reconstruct NEDF which would eventually lead to greater flexibility in its operation, NEDA was established. NEDA was used as a government tool to implement policy through infrastructure development in the Greater Mekong Subregion. The assistance from NEDA can be divided into 2 different areas: financial assistance and technical assistance. Financial assistance, is in the form of loans, concessional loans and grants, whereas technical assistance is in the form of feasibility study (NEDA, 2014)

2.1.1 Objective of NEDA

NEDA (2014) has four objectives. First is to provide financial and academic supports to neighboring countries. Second is to cooperate with neighbors in their

economic development. Third is to conduct research and studies, as well as recommend policies and measures to strengthen economic cooperation with neighboring countries. Fourth is to coordinate with all organizations concerned about the public and private sectors, both at home and abroad, in order to integrate economic development cooperation with neighboring countries. The challenge for NEDA is the potential to serve as a partner in economic development, at both the Greater Mekong Subregion and bilateral levels to create sustainable growth.

2.1.2 Organization Structure

NEDA (2014) is operating under the supervision of the Ministry of Finance. Board of Committee is comprised of the Permanent Secretary of the Ministry of Finance, the Ministry of Foreign Affairs, and NESDB. NEDA is divided into five departments: the Department of Financial Management, the Department of Policy Analysis, the Department of Financial Department, the Department of Technical Assistance, the and Department of Administration.

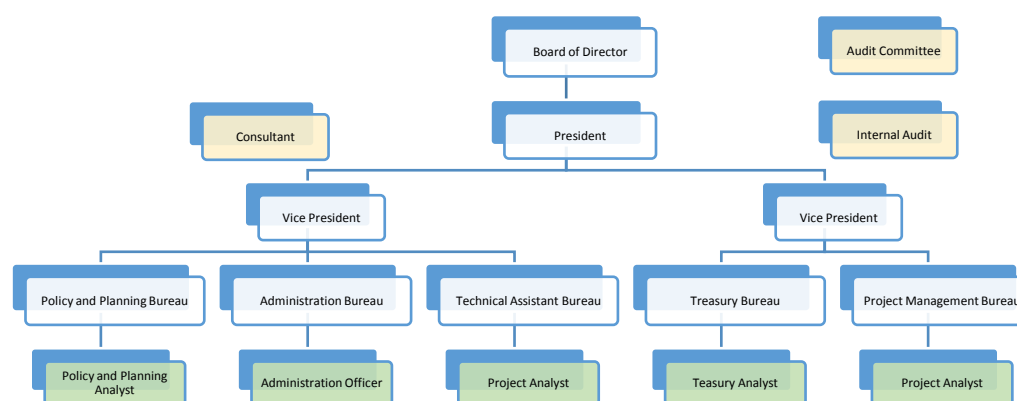


Figure 2.1 Organizational Chart for NEDA

Source: Adap from NEDA, 2014.

2.1.3 Type of Assistance

Currently NEDA (2014) provides two types of assistance: financial assistance and technical assistance.

2.1.3.1 Financial Assistance is Comprised of Grants, Loans, and Mixed Assistance (grants and loans)

1) Grants

A grant is a project in continuation from existing projects, where the recipient country has shown intent to seek financial assistance but lacks sufficient information for preparation of project proposals for financial assistance.

2) Loans

A loan is a project to seek technical assistance in order to prepare and undertake feasibility studies in engineering, economics, finance, environment, and necessary surveys in detail for project designs and immediate implementation. In addition, a loan must be a project that emphasizes the economic development of the neighboring countries consistent with the policies and strategies of the Thai government to foster relationships with its neighboring countries. The project must involve the following:

- (1) Facilitation of trade and investment
- (2) Cooperation in agricultural and manufacturing sectors
- (3) Support for transportation networks
- (4) Support for tourism and service business
- (5) Support for human resource development
- (6) Spatial area and urban development

3) Mixed Assistance

Mixed assistance scheme between grants and soft loans at the proportion of 30:70 percent under the following conditions:

- (1) Interest rate at 1.5 percent per annum
- (2) Payment term of 30 years, including a 10-year grace period
- (3) Term for principal payment of 20 years and two payments a year

2.1.3.2 Technical Assistance Comprised of a Feasibility Study and Training

- 1) Feasibility studies related to financial assistance projects
- 2) Training for its neighboring countries as below

Table 2.1 NEDA's Budget Allocation During 2005-2016

Fiscal Year	Budget Allocation (Baht)
2005	431,970,000
2006	923,920,600
2007	888,274,700
2008	724,517,000
2009	715,615,600
2010	452,029,800
2011	512,410,600
2012	420,804,100
2013	585,788,200
2014	423,680,100
2015	656,072,300
2016	928,864,500

Source: NEDA, 2016.

Table 2.2 List of NEDA's Technical Assistance During 2007-2014

Year	No.	Course
2007	1.	The Training Program to strengthen the Capacity of Neighboring Countries in Project Operation and Management
2010	2.	Sub-Regional Seminar on Development Assistance from Thailand

Table 2.2 (Continued)

Year	No.	Course
2011	3.	Road Safety Engineering Workshop
	4.	Debt Management and Fiscal Issues
	5.	Airport Management
	6.	GMS Trade Facilitation and Logistics Development
2012	7.	The 2 nd International Symposium on Rural Roads 2012 and IRE Workshop on Roadside Safety & Work Zone Safety Application
	8.	Optimizing Water Supply System Workshop
	9.	Debt Management and Fiscal Issues
	10.	Flood Protection and Prevention Program
2013	11.	Airport Safety Program
	12.	Trade Facilitation and Logistics Development
	13.	Trade Facilitation and Logistics Development
	14.	Advance Power Distribution Maintenance and Power Quality Improvement Training Program
	15.	Debt Management and Fiscal Issues
	16.	Project Management for Road and Bridge Construction

Source: NEDA, 2014.

2.2.4 List of NEDA's Project Assistance

A comprehensive model for NEDA's implementation success was completed by collecting various views from the Royal Thai Government and stakeholders. From 2007-2014, a total of 36 infrastructure development projects was divided into 20 financial assistance projects and 16 technical assistance projects.

Table 2.3 List of NEDA's Assistance Projects

Financial Assistance	Technical Assistance
1. Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3)	1. The Training Programme to strengthen the Capacity of Neighbouring Countries in Project Operation and Management
2. Railroad construction project from NongKhai to Ban Thanaleng	2. Sub-Regional Seminar on Development Assistance from Thailand
3. Road construction project from MuangNguen, XaiBuri Province, to Ban Pak Beng	3. Road Safety Engineering Workshop
4. The Wattay International Airport Improvement Project	4. Debt Management and Fiscal Issues
5. Drainage pipeline construction and T2 road improvement Projects in Vientiane	5. Airport Management
6. Pakse Airport Improvement Project	6. GMS Trade Facilitation and Logistics Development
7. Huaysai-Bann Sod Road Improvement Project	7. The 2 nd International Symposium on Rural Roads 2012 and IRE Workshop on Roadside Safety & Work Zone Safety Application
8. Drainage pipeline construction and road improvement Projects in Vientiane: Phase I	8. Optimizing Water Supply System Workshop
9. BaanTrad-NamSung-Sungthong Road Improvement Project	9. Debt Management and Fiscal Issues
10. Railroad construction project from Ban Thanaleng to Vientiane	10. Flood Protection and Prevention Program

Table 2.3 (Continued)

Financial Assistance	Technical Assistance
11. Road construction project from Baan Poo to Pak Lai	11. Airport Safety Program
12. Pakse Airport Improvement Project: Phase II	12. Trade Facilitation and Logistics Development
13. Road Improvement in Vientiane for the Ninth ASEM Summit)	13. Trade Facilitation and Logistics Development
14. Drainage pipeline construction in Vientiane: Phase II	14. Advance Power Distribution Maintenance and Power Quality Improvement Training Program
15. Water System Development	15. Debt Management and Fiscal Issues
16. Road Construction Project from Baan Huak to Baan KonTuen	16. Project Management for Road and Bridge Construction
17. Koh Kong - SreAmbel Road Improvement Project (R48)	
18. National Road No. 67 Construction Project (R67) AnlongVeng - Siem Reap	
19. Road Connection between Thailand - Myanmar	
20. Credit Project between Thailand - Vietnam	

Source: NEDA, 2014.

2.2.5 Types of Financial Assistance Projects

The proportion of financial assistance projects from NEDA were divided into four main categories: road construction projects, airport improvement projects, drainage pipeline construction projects and railway construction projects.

Table 2.4 Types of Financial Assistance Projects

Type of Financial Assistance Projects	Projects
Road Construction	11
Airport Improvement	3
Drainage Pipeline Construction	3
Railway Construction	2
Other	1
Total	20

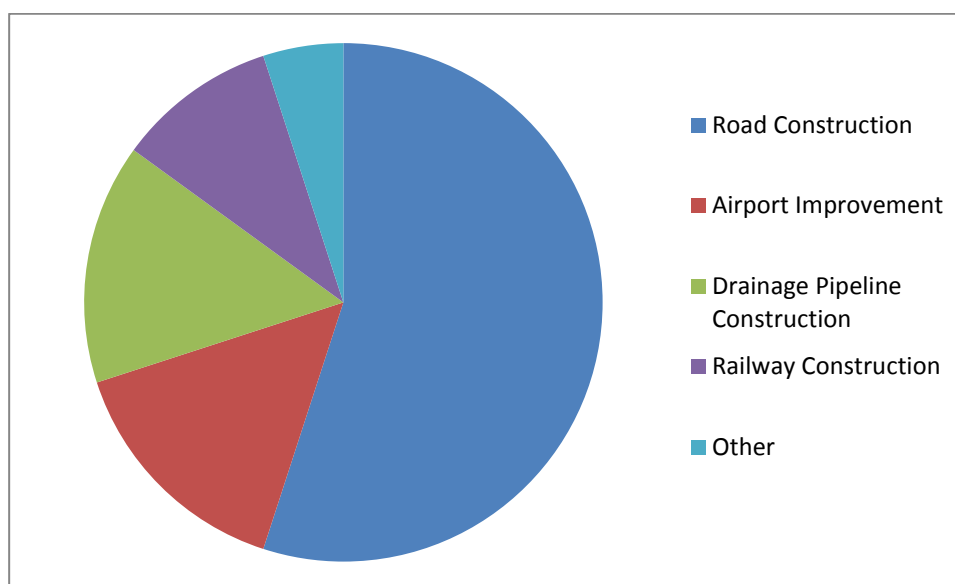


Figure 2.2 Proportion of NEDA's Financial Assistance Projects in 2014, Classified by Type of Infrastructure

Source: NEDA, 2014.

2.2.6 Completed Projects under Financial Assistance from NEDA

As shown in table 2.4, there were nine completed projects in three neighboring countries, which are the Lao PDR, Myanmar, and Cambodia.

Table 2.5 Completed Projects under Financial Assistance from NEDA

Item	Projects
Lao PDR	
1.	Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3)
2.	Railroad construction project from NongKhai to Ban Thanaleng
3.	Road construction project from MuangNguen, XaiBuriProvince,to Ban Pak Beng
4.	The Wattay International Airport Improvement Project
5.	Drainage pipeline construction and T2 road improvement Projects in Vientiane
6.	Pakse Airport Improvement Project
Cambodia	
7.	Koh Kong - SreAmbel Road Improvement Project (R48)
8.	National Road No. 67 Construction Project (R67) AnlongVeng - Siem Reap
Myanmar	
9.	Road Connection between Thailand - Myanmar

Source: NEDA, 2014.

To sum up, NEDA's mission is to provide assistance to neighboring countries by supporting the connection of transportation networks to facilitate trade and investment within the sub-region. The current assistance can be divided into two

different areas: financial assistance (loans/grants) and technical assistance (feasibilities study/training). Currently Thailand is counted as an emerging donor to extend assistance in infrastructure development to its neighbors. The current projects comprise 20 financial assistance projects and 16 technical assistance projects (NEDA, 2014). The source of fund totally comes from budget allocation, limited to 2,000 Million Baht per project. The total budget allocation from 2005-2016 was 7,663.94 Million Baht.

2.2 Defining Infrastructure

Infrastructure can mean many things to different people. The American Heritage Dictionary defines the term as the basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power. Infrastructure typically refers to the technical structures that support a society and economy, such as transportation, water supply, wastewater treatment facilities, power grids, flood management systems, and communications (Internet, phone lines, and broadcasting).

In economic terms, however, infrastructure can be seen as a structure which allows for the production and exchange of goods and services. Broadly defined, the concept of infrastructure is not limited to public utilities, but may also refer to information technology, informal and formal channels of communication, software development tools, and political and social networks which support the economic system (such as a city or a country). It also encompasses the soft aspects of infrastructure such as operating procedures, management practices, and development policies that interact with societal demands and the physical world to facilitate the transport of people and goods, and the provision of safe water and energy, among others (National Research Council 1987).

Infrastructure can be categorized into hard infrastructure and soft infrastructure. The former refers to the physical structures or facilities that support the society and economy, such as transport (e.g., ports, roads, railways); energy (e.g., electricity generation, electrical grids, and gas and oil pipelines); telecommunications (e.g., telephone and Internet); and basic utilities (e.g., drinking water supply, hospitals

and health clinics, schools, irrigation, etc.). The latter refers to the non-tangibles supporting the development and operation of hard infrastructure, such as policy, regulatory, and institutional frameworks; governance mechanisms; systems and procedures; social networks; and transparency and accountability of financing and procurement systems (Bhattacharyay, 2008).

Infrastructure plays an important role in promoting rapid economic growth and making this growth more inclusive by sharing the benefits of growth with poorer groups and communities, particularly in remote and isolated areas and small and landlocked countries. Infrastructure facilitates poor people's access to basic services and helps to increase their income generating capacity. Physical connectivity through cross-border infrastructure (CBI) development is crucial for enhanced regional cooperation and economic integration (Kuroda, 2006).

Cross-border infrastructure (CBI) or regional infrastructure may be defined as infrastructure that connects two or more countries, as well as national infrastructure that has a significant cross-border impact. Therefore, a large portion of national infrastructure, such as airports, ports, roads, and railways, can be considered as CBI. In other words, national infrastructure connectivity or integration is the building block for cross-border or regional connectivity.

In terms of national infrastructure connectivity, international donors such as the World Bank and Asian Development Bank (ADB) have defined the term infrastructure as an important tool for development. For the World Bank (2016), infrastructure has helped to determine the success of manufacturing and agricultural activities. Investments in water, sanitation, energy, housing, and transport also improve lives and help to reduce poverty. Further, new information and communication technologies promote growth, improve the delivery of health and other services, expand the reach of education, and support social and cultural advances. The data here were compiled from such sources as the International Road Federation, Containerisation International, the International Civil Aviation Organization, the International Energy Association, and the International Telecommunications Union. In alignment with the ADB (2009), infrastructure development has been seen to be essential to the realization of ASEAN's goal of further economic integration, while it will also be vital if ASEAN is to thrive in the long term, especially in the

wake of the continuing global economic problems. To ensure greater connectivity across the region, the need for better infrastructure cannot be overlooked.

In this dissertation, infrastructure refers to physical structures, specifically road construction through cross-borders that connect two or more countries, support the society and economy, and have significant cross-border impact.

2.3 The Principles of Aid

Foreign aid is one of the most important policy tools that rich countries use for helping poor countries to improve population well-being and to facilitate economic and institutional development. The empirical evidence of its benefits has been mixed and has generated much controversy. This section presents a descriptive view which shows that foreign aid to very poor countries accounts for very little of total global aid; reviews the evidence that foreign aid is often determined by the objectives of donor countries rather than the needs of recipient countries; argues that the evidence on the impact of aggregate foreign aid is hindered by problems of measurement and identification, which are partly due to the heterogeneous nature of aid; and presents recent studies using natural and randomized experiments to examine narrowed definitions of aid with more disaggregated outcomes.

2.3.1 Defining Aid

The Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) offers a standard definition for foreign aid. From their perspective, foreign aid comprises financial, material, and technical assistance which are donated for two broad purposes: to support economic development, or to offer access to cheap loans or subsidies. Donations for economic development or the general welfare of a population will by definition exclude donations which are made for purposes other than development, such as military spending. Meanwhile, grants are a form of concessional financing since they carry terms and conditions which are appreciably better than market rates. At market terms, a loan would not be considered as foreign aid.

According to the DAC, a loan counts as aid if it has a “grant element” of 25 percent or more, meaning that the present value of the loan must be at least 25 percent below the present value of a comparable loan at market interest rates (usually assumed by the DAC rather arbitrarily to be 10 percent with no grace period). Thus, the grant element is zero for a loan carrying a 10 percent interest rate, 100 percent for an outright grant, and something in between for other loans.

The DAC classifies aid flows into three broad categories. Official development assistance (ODA) is the largest, consisting of aid provided by donor governments to low- and middle-income countries. Official assistance (OA) is aid provided by governments to richer countries with per capita incomes higher than approximately \$9,000 (e.g., Bahamas, Cyprus, Israel and Singapore) and to countries that were formerly part of the Soviet Union or its satellites. Private voluntary assistance includes grants from non-government organizations, religious groups, charities, foundations, and private companies.

Most foreign aid is designed to meet one or more of four broad economic and development objectives: 1) to stimulate economic growth through building infrastructure, supporting productive sectors such as agriculture, or bringing new ideas and technologies; 2) to strengthen education, health, environmental, or political systems; 3) to support subsistence consumption of food and other commodities, especially during relief operations or humanitarian crises; or 4) to help stabilize an economy following economic shocks.

In this dissertation, aid refers to the standard definition of foreign aid by the OECD, which defines foreign aid as financial assistance and technical assistance that are designed to promote economic development and welfare. In this dissertation, grants and subsidized loans are referred to as financing assistant.

2.3.2 The Development of Foreign Aid

Since the second World War, foreign aid has been one of the most prominent policy tools that high income countries use for assisting low income countries to increase economic growth, improve population well-being, and facilitate institutional development (Qian, 2014). In a 1970 resolution, the United Nations General

Assembly specified that rich countries should aim to give 0.7 percent of their GNP to poor countries in the form of official development aid (ODA).(UN, 1970):

In recognition of the special importance of the role that can be fulfilled only by official development assistance, a major part of financial resource transfers to the developing countries should be provided in the form of official development assistance. Each economically advanced country will progressively increase its official development assistance to the developing countries and will exert its best efforts to reach a minimum net amount of 0.7 percent of its gross national product at market prices by the middle of the decade.

From 1960 to 2013, at least 3.5 trillion dollars were given as foreign aid from rich to poor countries. However, only seven countries have reached 0.7 percent. As a result, this commitment was re-stated in the Millennium Development Goals, when a deadline was set for 2015. The total eight goals were: 1) to eradicate extreme poverty and hunger; 2) to achieve universal primary education; 3) to promote gender equality and empower women; 4) to reduce child mortality; 5) to improve maternal health; 6) to combat HIV/AIDS, malaria, and other diseases; 7) to ensure environmental sustainability; and 8) to develop a global partnership for development. While aid has to date failed to fulfill the goals set out by the United Nations to a significant extent, it remains a major contributor to the budgets of many nations who are net receivers of assistance. Liberia is one such state, with foreign aid amounting to 64% of GDP since 2010.

Foreign aid is considered a controversial policy in several quarters because it is expensive, and because international politicians regularly call for increases. Academics and policymakers are not always in agreement on its effectiveness, and taxpayers may question the amounts involved. While aid can help poor countries by supporting development programs for vital infrastructure and services, others question whether this represents the optimal means of achieving such goals (United Nations, 2004). In a discussion of U.S. aid to Africa, author of *The End of Poverty: Economic Possibilities of Our Time*, Jeffrey Sachs, said that “[cutting aid] amounts to a death

sentence for more than 6 million Africans a year who die of preventable and treatable causes, including undernourishment, a lack of safe drinking water, malaria, tuberculosis and AIDS” and that “increased financing could help end school fees, pay for more classrooms and teachers, buy school meals that contain locally produced foods and invest in water and power so women and children do not continue to spend their lives fetching water and wood for fuel. Inaction by the United States will claim millions of lives and add to global instability” (Sachs, 2005).

On the other hand, many have expressed skepticism about the effectiveness of foreign aid. For example, the author of *White Man’s Burden and the Elusive Quest for Growth*, William Easterly, points out that “In the past forty years, 568 billion dollars spent on aid to Africa, and yet the typical African country is no richer today than 40 years ago” (Easterly, 2006). In his recent book, *The Great Escape: Health, Wealth, and the Origins of Inequality*, Angus Deaton observes that “one central dilemma for foreign aid” is that “when the ‘conditions for development’ are present, aid is not required. When local conditions are hostile to development, aid is not useful, and it will do harm if it perpetuates those conditions” (Deaton, 2013).

The policy debate has prompted a large body of research evaluating the impact of foreign aid. However, the mixed empirical evidence, which is discussed later in the dissertation, has only exacerbated the controversy. For example, a World Bank meta study of evaluations acknowledges that “despite the billions of dollars spent on development assistance each year, there is still very little known about the actual impact of projects on the poor.” In *Making Aid Work*, Abhijit Banerjee argues that “aid has much to contribute, but the lack of analysis about which programs really work causes considerable waste and inefficiency, which in turn fuels unwarranted pessimism about the role of aid in fostering economic development” (Bates et al, 2007). The need for better evaluations of the numerous past interventions for assisting the poor is also called for by Banerjee and Duflo (2011) in their book, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*.

2.3.2.1 How Foreign Assistance Can be Effective

The outcomes of foreign aid provision are not yet fully understood in terms of a comprehensive framework which could detail the way different aid types, and mechanisms are applied by considering the resulting outcomes. One important

indicator is growth. Aid can help to create positive economic results, but not in all cases. Sometimes the outcome can be negative. On the positive side, recipient governments may be free from credit limitations and thus able to invest in human resources and physical infrastructure to create growth. In contrast, there is also the potential for the Dutch Disease to follow increased aid spending, as the exchange rate rises and causes problems for the export sector, thus leading to economic damage (Rajan & Subramanian, 2011). Another factor which affects outcomes is conflict, under conditions of which the literature suggests mixed results. One problem is that an increased aid budget can lead to greater conflict because it represents a boost to government income, making control of the government more highly prized. It is therefore possible that aid can serve to increase levels of conflict (Garfinkel, 1990). However, further examination of this idea by Besley and Persson (2011) suggests that this negative outcome is typically only likely in cases where the institutions of a nation are weak or when the government is not wholly representative of the nation. In stable countries, neither government nor opposition can transfer aid funding to other factions. Further support for the idea that aid does not promote conflict comes from Collier and Hoeffler (2002) who explain that aid can reduce the limitations of government budgets, allowing more military spending which can deter rebel groups from seeking conflict with the government.

When aid is offered in times of conflict, the mode of aid will affect the outcome. One example is that a scheme to subsidize wages to make combatants choose work over fighting since there is a financial incentive to do so (Miguel, Satyanath, & Sergenti, 2004; Dube & Vargas, 2013). The alternative scenario might occur with food aid, where the prices received by farmers can be negatively impacted, leading to an increase in conflict as food production is less attractive as an occupation (Pedersen 1996; Kirwan & McMillan, 2007).

It is also a potential problem that aid can have an influence upon political accountability. Aid is sometimes used by the donor nation as a means of pressuring politicians to implement policies which will lead to development of institutions and infrastructure and support human capital. However, some donors are not especially interested in the well-being of the citizens of recipient nations and their aid may be supporting a government which might, and perhaps should,

otherwise fall. Furthermore, when governments receive aid, they are no longer reliant upon the need to attend to the needs of the people or to develop the economy. This is a similar scenario to the curse of natural resources which has blighted many oil-rich states which have easy access to an income which does not depend on their own good governance. Many authors have raised this concern, including Deaton (2013) and Easterly (2003).

2.3.2.2 Foreign Aid Determinants

It is a long-held view that aid flows are determined by strategic concerns among donor countries. This could be seen clearly during the Cold War when funding for non-communist states from the UK, US, or France was not apparently dependent upon criteria related to humanitarian concerns but would instead be offered in line with foreign policy objectives and to boost trade possibilities for the donor nations involved (McKinlay & Little, 1977). Meernik, Krueger, and Poe (1998) also made the point that foreign aid during this historical period was closely linked to security issues, noting that when the Cold War ended, the main focus of aid shifted to ideological factors. Case studies from Schraeder, Taylor, and Hook (1998) describing the situation in Sub-Saharan Africa show that donors typically provided aid to countries in the region during the 1980s for reasons unrelated to the economic needs of the nations receiving the aid. It was argued that the US offered aid according to the ideological stance of a country's government, while Japan would offer aid based on the economic resources a recipient state might be able to trade. Sweden aided socialist countries which were not aligned with the US or USSR, while France supported countries which spoke French or were controlled by military regimes, suggesting that French involvement sought to promote French culture and influence.

A significant number of economic studies offer further support for the notion that strategic priorities of donor countries determine the nature of foreign aid flows. A cross-country study conducted by Alesina and Dollar (2000) examined the flow of bilateral aid involving OECD nations from 1970 to 1994, finding that colonial history can explain the relationships to a certain extent, with longer periods of previous colonization leading to increased aid flows. There was also a positive relationship between aid flows and the number of occasions on which the recipient

voted in support of the donor at the United Nations General Assembly. This is indicative of political strategy being among the key criteria for granting aid. Furthermore, while poorer countries tend to receive more aid, the elasticity of aid donation in response to income changes is at its greatest with regard to Scandinavian nations, who make their greatest donations to the poorest recipients.

However, one vital consideration when taking into account the findings of Alesina and Dollar (2000) and Nunn and Qian (2014) is the issue of bias from omitted variables. Reverse causality may be a problem; for instance it may be the case that when countries receive more aid, they become inclined to vote the same way as the donor country for reasons other than those indicated that this is the strategy of the donor. Meanwhile, it is also possible that aid can be the cause of higher incomes. In the case of colonial links it is also possible that the colonial link gives donors insights which allow aid to be delivered more effectively. Monitoring costs may be reduced, for example, making it more efficient to channel aid to a former colony than to a less well connected country. This again suggests that strategic influence may not be the objective of the aid flow.

A number of studies have considered the issue of using natural experiments to identify strategic approaches. Kuziemko and Werker (2006) examined the links between United Nations voting and foreign aid donations, showing interesting links between the rotation of UN Security Council membership and the extent to which the Security Council could serve the interests of the US at any particular time. The importance of the Security Council to the US was determined by counting the number of New York Times articles in each given year which mentioned the Security Council as a proxy. Members of the Security Council have greater value to the US than regular members of the General Assembly since they can vote on issues critical to the US. When the issues to be voted on are of special importance to the US, the value of those votes is even higher. When the association between votes and aid was assessed with this interpretation of US interests taken into account by the model, it was found that the relationship was significantly positive. The US can increase aid to Security Council members to increase the strategic value of these countries to the US.

Furthermore, Faye and Niehaus (2012) employed a ‘differences-in-differences’ approach in discovering that where donors and recipients have close

political ties, aid levels rise during election periods, while if alignment is limited, the aid flows do not increase around elections. When alignment is high, defined as two standard deviations above the mean, the aid receiving during an election year is substantially higher when compared to regular years. However, this effect is found only in cases where political alignment exists with the donor, and does not occur with other donors in the broader context. Moreover, the effect is seen only when the election is competitive, indicating that aid may be given to influence outcomes, since it would be futile to spend more on aid when the election result is assured in advance. It is possible that the donors are aiming simply to uphold institutions, but the pattern does not differ from that which would be seen if the goal were purely to exert political influence through foreign aid.

It can thus be concluded that there is evidence to indicate that factors determining the distribution of foreign aid are not solely related to the actual needs of the recipient nations. Studies have been conducted using a range of approaches and considering the problem from varying perspectives, while the outcomes concur on the point that the needs of the recipient are neither the sole nor the leading factor when foreign aid is donated.

2.3.3 The Consequences of Foreign Aid

The impact of foreign aid upon recipient nations is a controversial topic within the literature, since a number of studies have concluded that aid is helpful in promoting growth and development, while others disagree. A case study from Dollar and Burnside (2000) offers data from 56 different nations gathered during the period 1970-1993 showing that where sound economic policies were implemented, aid could lead to growth. The suitability of the economic policy was assessed in terms of openness to trade, control of inflation, and the existence of a budget surplus. The work of Collier and Dehn (2001) studied the effects upon growth-aid regression when export shocks were introduced, discovering that the negative effects could be reduced by controlling for levels of GDP. This study examined 113 countries in the developing world during 1957-1997.

On the negative side of the equation, several research studies have questioned the validity of the positive findings with regard to aid provision. It was argued in

papers by Easterly (2003) and Easterly, Levine, and Roodman (2003) that the findings of Dollar and Burnside (2000) would present a different picture when the results were extended for a longer time period. Furthermore, the criteria they use for excluding or restricting certain variables may also be considered questionable. Roodman (2007) conducted a study whereby the sensitivity of growth in response to foreign aid was tested under small changes in the variables which determine the conditions. That is, with different definitions for aid types, different approaches to the measurement of GDP (for example, using real GDP, or using GDP in dollars exchanged at market rates), different time periods, different definitions of good governance, or simply by eliminating outliers from the data sets it is possible to obtain different outcomes. The findings thus confirmed that the original results were not especially robust.

Another recent study by Galiani, Knack, Xu, and Zou (2014) sought to apply a regression discontinuity to determine whether aid could lead to growth. The subjects of the study were 35 poor nations. A number of these were deemed eligible for aid on the basis of per capita income failing to reach a specified level. Others had per capita income which was too high to qualify for aid according to the criteria of the International Development Association (IDA) under the World Bank. If it is assumed that the countries above and below the arbitrary threshold are essentially the same, then the findings indicate that growth in the countries which received aid exceeded that of countries which did not, leading to the conclusion that aid can increase growth.

There are many possible reasons for the variation in the findings. One suggestion is that the studies in the literature typically investigated aggregate ODA, which does not separate aid by type. In reality, aid takes different forms depending on the donor (country or international organization), the purpose (humanitarian or non-humanitarian), or format (cash transfer, or stipulated spending conditions in the donor or recipient nation). These differences could affect the outcomes of aid programs in terms of their overall effectiveness. Therefore, it is not possible to gain conclusive insights from the examination of aggregates of aid due to the multitude of influences which will be acting to reach the final outcome. If the aim of a study is to measure the effects of aid on growth, for instance, then aggregate data provides little insight because of the conflicting effects of the constituent aid components. aid spent to develop infrastructure may lead to short-term growth and long-term benefits, while

cash payments to a country can temporarily handicap the manufacturing sector and thus cut growth at the same time. Separating out the details cannot be done from the aggregate so a clear picture cannot be obtained.

When aid data is examined as an aggregate, a further problem is that it is hard to form effective identification strategies. Certain factors, such as populations, incomes, or locations, can have an effect upon the outcomes generated by aid provision, as well as affecting growth via channels unrelated to aid. Therefore it is not clear whether any that arises does so because of aid, or would have arisen naturally. The aggregated aid data makes it hard to isolate specific examples and case studies to determine the effects of the aid donated.

2.3.4 Aid Donation Principles in the 1990s and 2000s

The notion of ‘ownership’ became a key element of aid development programs during the 1990s. The idea is that development schemes must be formulated by the recipients of the aid, and designed by locals to fit local needs and conditions. In the case of the poorest nations, their access to aid relied upon their ability to convince donors that they had in place the economic policies and social strategies which would enable the reduction of poverty. These strategies were normally to be created in a participatory process involved the people of the nation and thus represented a more democratic approach to policymaking and governance. Furthermore, with participation from the populace, governments became more accountable to their people, ultimately meaning that aid developed a political aspect requiring certain standards in governance.

A number of researchers have considered this idea, mainly focusing on political and institutional governance. Governance can be defined in both narrow and broad terms, with the development of institutions and their administration forming the narrow focus, while the broader scope takes into account ideas of transparency, accountability, and openness as these issues relate to institutions of governance (Stokke, 1995; Crawford, 2001).

The issue of project ownership is another key point to be addressed, since it is suggested that aid can be used more appropriately when it is channeled into projects which have been devised by the recipient nations themselves. In such a scenario, the

responsibility for the outcome of the aid-financed project would be shared (OECD-DAC, 1996, p. 14). After the Monterrey Consensus of 2002, the Rome Declaration of 2003 set out to improve coordination, alignment and harmonization (Rome Declaration, 2003), and this was further confirmed two years later in Paris (Paris Declaration, 2005). One key point to emerge is that recipient commitment in itself is not sufficient to guarantee success, since it is also necessary to have the donors reconsider their approaches to aid donation practices. One problem is that foreign aid is often an instrument of foreign policy and therefore the question of conditionality becomes subject first of all to political considerations.

A number of researchers have suggested that these concepts may mark a shift in the interpretation of aid theory, with the Millennium Development Goals (MDGs) offering a new focus. Maxwell (2005) described the MDGs as “an over-arching framework” which serve as means of encouraging openness and market economics to develop human capital and institutions. Strategies designed to reduce poverty are inevitably linked to governance, with economic policies, the management of public finances, and management of aid all playing critical roles. Those states which have performed poorly, or suffered severe security problems have rarely been adequately governed in recent years. Rogerson, Hewitt, and Waldenberg (2004) confirm that aid effectiveness is linked to ownership, and that attention to the MDGs can provide a suitable model for the prioritization of a country’s policies and actions, supporting aid partnerships and distribution of aid based on performance. Renard (2005) also praises the MDGs, suggesting that they are a representation of universal values which can be accomplished at the national level. They offer a superior replacement for structural adjustment policies or the project approach, and it is also significant that they have the support of donors, who must support this agenda if it is to succeed.

These principles are depicted in Figure 2.3, which demonstrates that greater aid support will flow to those recipients who can prove that they are committed to reducing poverty via professional management of the economy and effective political governance. In practice, however, it is the aid donors who must satisfy themselves that a recipient nation’s economic and social policies meet

suitable criteria for acceptance, the details of which must be decided by the donors themselves. This will often requires the donor to support the government

policies through capacity building and technical assistance along with the aid itself to ensure the success of the strategy. The acceptance criteria for a country's economic management, socio-political governance, monitoring and evaluation, and policy dialogue must be established so that the measures will be in place to allow donor resources to be used wisely and effectively in an accountable manner. While recipients need better policies at the national level, it is also the case, however, that donors must be willing to harmonize their aid efforts to make implementation more efficient and increase the likelihood of positive outcomes.

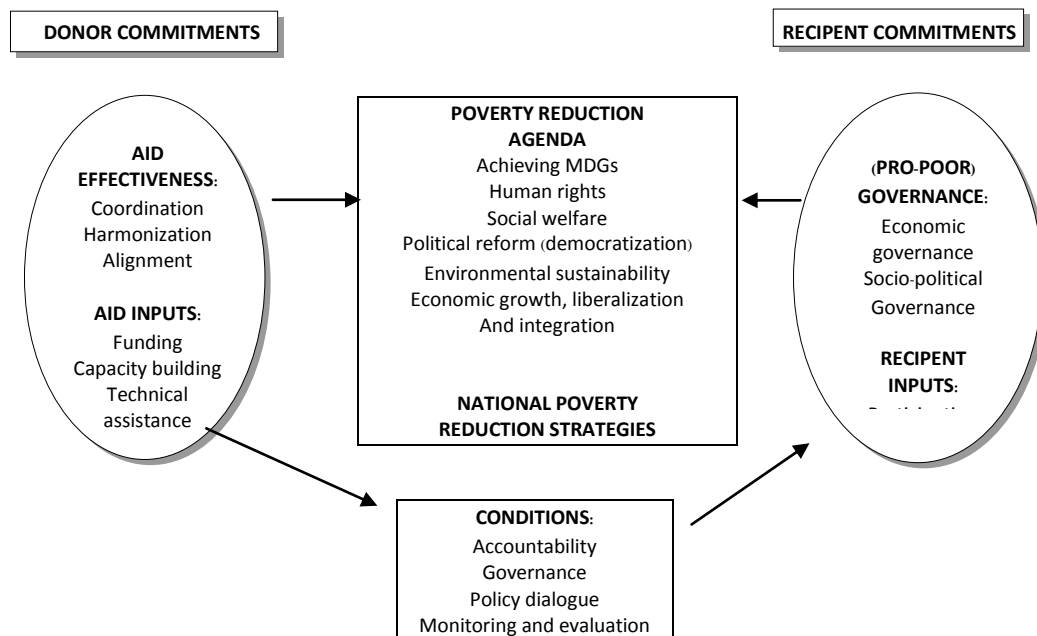


Figure 2.3 Aid Architecture of the 1900s-2000s

Source: Hayman, 2006.

2.3.5 Effectiveness of Aid

The discussion related to the advantages and disadvantages associated with the provision of aid have also resulted in the formation of new ideas which may change the situation for the better and help to iron out some of the problems. A number of these ideas are now being implemented, with four in particular which are worthy of note.

2.3.5.1 Nation Selectivity

It has been argued that donors should take a more rigorous approach to the selection of recipient countries, choosing to donate only to those which have implemented suitable policies and which have reputable institutions in place. If donors were to restrict their activity to such countries, the success rate for aid donation project outcomes would be greatly increased. However, this may be a little harsh for countries which have not yet been able to develop such acceptable standards yet, especially those recovering from periods of conflict. Therefore those recipients with better institutions and policies should be rewarded, but other weaker nations should also be targeted for aid in order to support their development. The question now is whether to give aid to countries in order to promote reform, or to withhold aid until the first signs of reform can be presented. Should donors spend their time tying their aid to conditional contracts which require recipients to take certain policy steps to bring them into alignment with the donor's ideas, or should they simply seek out countries which have already proved that they are motivated to move in the right direction of their own accord. In some areas, donors are now becoming more discerning. The World Bank allocates its IDA funds on a more selective basis, as do European countries when they offer budget support. The Millennium Challenge Account through which the USA offers aid also takes into account the conditions in the recipient country. However, a substantial proportion of aid is given for reasons of security and politics, and when these objectives are involved it is difficult to hold countries to account in terms of local policy and governance.

2.3.5.2 Ownership and Participation among Recipients

It has been widely suggested that the role of donors in setting the conditions, objectives, and priorities for aid programs, as well as controlling their implementation and design, can be considered a weakness overall. It is argued that recipient countries should take a more dominant role, through the participation of the government, the private sector, charities and NGOs. However, broad participation and country ownership differ in their conceptual meanings. The latter demands that recipient nations design their own programs and determine their priorities, while the former suggests that the public should be involved in the process rather than simply the government and various government agencies.

The aim in either scenario is to remove the problems caused by principal-agent relationships, and will then lead to closer integration of the recipients of programs designed to deliver aid. A number of organizations have sought to incorporate increased local participation. These include the World Bank and IMF, the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the Millennium Challenge Corporation. At present the approach is novel, so no data yet exist to confirm whether it is effective, or to offer insight about the circumstances in which aid can be most successful in meeting donor objectives for development. In many situations there is an underlying tension where the concept of country ownership of projects conflicts with the aims of the donors and their own conditions attached to aid donations. It is expected that donors will be more likely to encourage participatory methods when recipients do have a better track record in terms of suitable policies, but this will not be the case where national governments are corrupt or incompetent.

2.3.5.3 Coordination and Harmonization

It can be a complicated process to manage aid when the sources are numerous and diverse, especially when many donors insist upon particular implementation practices and the right to monitor projects as they see fit. Demands for environmental audits, project audits, financial reports, procurement statements and frequent status updates for project management can be a huge challenge for recipient countries. The World Bank notes that the average developing nation may have to manage a working relationship with at least thirty different donors simultaneously, affecting many different parts of the economy and thus many government departments. Developing states may also host around five overseas visits from aid agencies annually for project monitoring processes. This places onerous demands upon the time of government ministers responsible for these projects as they must be accessible, but this detracts from their other duties. One possible solution would be to achieve better coordination among aid agencies to avoid duplication in their projects and to harmonize their operations to become more efficient and less time-consuming (Kanbur, Sandler, & Morrison, 1999). However, to date little has been achieved as the typical donor shows little inclination to change their practices.

2.3.5.4 Results-Based Management

Given the current importance of showing that foreign aid is working

effectively, the need for management based on outcomes has increased, along with the need for enhanced monitoring and assessment. Specific targets should be formulated for aid projects, and these should be achieved prior to renewal of the projects, or should support the re-assessment of progress and guide any future decisions taken on allocating aid. Three specific aims must be considered: i) identifying successful projects which are worthy of further donor support; ii) identifying problems in order to make improvements to projects to increase their probability of success, and iii) guiding the design of better projects in the future. The relationships between agent and principal can be developed through improved monitoring and assessment procedures, providing information which will help aid agencies to better target their responses, while donor state taxpayers will be able to see the benefits of their support.

In summary, the latest ideas regarding the reform of donor activity seek to eliminate the problems associated with the principal-agent problem and the general lack of effectiveness of aid-financed projects. It is believed that when donors select recipients more carefully, and when the recipients participate fully in their own aided development through helping with the design and planning, and through easing the bureaucratic restrictions this will lead to greater success. Furthermore, improved monitoring of programs and the establishment of clear goals will make for greater accountability and more responsible management of aid projects. However, while the theoretical outlook would be positive, the world is still awaiting evidence which would confirm that these measures will lead to better outcomes from foreign aid.

2.3.6 Development Aid Agencies Working in the GMS

The category of development aid encompasses the support given by foreign governments or agencies in order to develop the economy, environment, society, or institutional infrastructure of nations in the developing world. The donors can be other countries, usually members of the OECD, or international organizations. Within the GMS (Greater Mekong Sub-region) (GMS), the four principal agencies which handle aid donations and projects are the AIIB (Asian Infrastructure Investment Bank), ADB (Asian Development Bank), WB (World Bank), and the JICA (Japan International Cooperation Agency).

2.3.6.1 Asian Development Bank (ADB)

Within the GMS, the most important development agency is the ADB, which is a multilateral institution created in 1966 whose role is to provide development finance within the Asia-Pacific region in order to reduce poverty levels and bring prosperity. The bank has 67 owners around the region and its headquarters are in Manila. There are 19 further global offices, along with 19 Asian missions. The bank employs around 2,000 staff of around 50 different nationalities. In addition to lowering poverty, the bank also aims to raise the quality of life within the region by offering both loans and technical support for various development programs and schemes. The ADB (2014) offers support for both private and public capital investment which is focused on development. It does not seek to make profits, but is purely a multilateral institution aiming to provide a source of lending for public sector development projects within member states across Asia-Pacific. It lends to governments, who are its own members and also shareholders.

The goal of reducing poverty can be achieved via the bank's policies of emphasizing sustainable economic growth with a focus on the poor, sustainable social development, good governance, environmental protection and responsibility, encouragement of the private sector, and promotion of gender equality and development of opportunities.

2.3.6.2 Asian Infrastructure Investment Bank (AIIB)

The AIIB (2017) was formed with the backing of China under the framework of the country's 'one belt, one road' policy objective which aims to develop the region. The need for the bank was inspired by Chinese disappointment in the strategic actions of the United States in Asia, and Chinese frustration with the lack of urgency found in the pre-existing multilateral development banks (MDBs). The establishment of this bank allows China to finance projects within the region on a multilateral basis through a bank that has to meet international standards on transparency or procurement, which removes the political element common in bilateral deals. China's image is also enhanced in the region by this softer approach.

In its early stages, the bank should focus primarily upon co-financing arrangements with other MDBs as it carefully establishes trust and confidence. The bank should learn from other lenders and adopt their best practices as China learns

how to provide leadership in a multilateral setting. This institution was first introduced by China in October 2013 along with the Silk Road Economic Belt and Maritime Silk Road policies which comprise the core of the ‘one belt, one road’ concept. The bank has been operational since January 2016, while the ‘one belt, one road’ policy was established in 2013. The Chinese policy seeks to develop cooperation and connections between the countries located along the old Silk Road, and accordingly comprises land- and water-based components. The Silk Road Economic Belt covers land connections, while the Maritime Silk Road addresses sea transport.

As a new entrant to the world of multilateral development financing, the Asian Infrastructure Investment Bank will offer a new platform for global development projects.

2.4 Project Success

2.4.1 Defining Success

There are many ways to define success, and success can be achieved on different levels. At the project level, success is usually described as effectiveness in much of the literature covering project management. Many researchers have taken an interest on project success, which can be defined in terms of achieving an objective, achieving a certain level of status, or simply avoiding failure. However, no standard has yet been established to determine with clarity exactly what constitutes project success in all cases.

Dictionary definitions from Oxford and Cambridge hold that success is the achievement of an objective or the achievement of something positive which was originally desired.

From the literature, Cohen and Bailey (1997) created a method which identifies the type of outcomes which are usually significant within the organizational context. The principal measures include member attitudes, effectiveness of performance, and the behavioral outcomes.

Shenhar, Levy, and Dvir (1997) concluded that the success of any project should be evaluated in terms of the four factors: efficiency of the project, the effect

upon the customer, the effects upon business, and the extent to which it prepares for the future.

Poli, Cosic, and Lalic (2010) investigated the possibility of combined certain project types or structures in order to determine which approaches might be most effective in terms of overall project success. Their work drew upon the study of Shenhar, Levy, and Dvir (1997) by using similar definitions and measures.

Studies from Markus and Tanis (2000), and Harwood (2003), found the definition of success often varies in accordance with the needs of the person providing the definition. Those who have a vested interest in the success of a project, in terms of time or budget, will often define the outcome as a success using criteria of their own invention, to their own advantage.

Similarly, failure can be defined and avoided using the same strategy. Furthermore, it is often the case that a project can be defined as a success on the basis of its implementation on time and within budget, yet can also be a failure if it demonstrably does not deliver the expected results (Harwood, 2003).

Gemunden, Salomo, and Krieger (2005) explained that the success of a project would be dependent upon the criteria of quality, budget, and time along with internal and external success dimensions. Internal success relates to gains in competency, technical effectiveness, and meeting target costs, while external success can encompass improved image, satisfaction of regulatory requirements, financial success, and the achievement of market share..

Success in project management is dependent upon the selection of the appropriate project structure according to Poli, Cosic, and Lalic (2010), who note that the use of a single matrix for every scenario will not lead to success since every situation needs a carefully tailored approach.

Baccarini (1999) suggested that it is necessary to make the distinction between the factors which facilitate success and those factors which are used for its evaluation. The two main considerations are project management success, which involves quality, time, and the satisfaction of those involved, and product success, which involves the accomplishment of organizational goals, the meeting of user requirements, and the satisfaction of those users. In particular it was explained that product success is more important than project management success, although project management success is

essential in order to achieve product success. Furthermore, project management success is influenced significantly by time.

The review of the literature clarifies the existence of a number of specific dimensions to measure success. Those related to the efficiency of project management are shown in Table 2.6, and have been widely studied in great depth. However, numerous new variables have now begun to appear, which require further study in the context of various project types with different cultural and organizational constraints. Existing research is limited in the area of human factors such as satisfaction, creativity, social connections, and the general knowledge base.

Table 2.6 Dimensions of Project Success

Dimensions	Author(s)
Cost, time, quality, efficiency, performance, technical success	Atkinson (1999); Chan and Chan (2004); Shenhar, Levy, and Dvir (1997); Dweiri (2006); Pocock et al. (1996); Pinto and Pinto, (1991); Belout, (1998); De Wit (1988); Lim and Mohamed, (1999); Baccarini (1999); Gurmunden, Salomo, and Krieger (2005); Blindendenbach Driessen (2006); Al-Tmeemy et al. (2001)
Safety, Operation, Utility	Chan and Chan (2004)
Satisfaction	Chan and Chan (2004); Patanakul and Milosevic (2009)
Resource productivity, Organization learning, time-to-market, Personal growth	Patanakul and Milosevic (2009)
Impact on the customer, Direct and business success, Preparing for the future	Shenhar, Levy, and Dvir (1997)
Competency gains, Financial success, Meeting the market shares, Image gain, Meeting the regularity requirements of the new product	Gemunden, Salomo, and Krieger (2005)
Participants' satisfaction	Pocock et al. (1996)
Satisfaction of interpersonal relations with project team members	Pinto and Pinto, (1991)

Table 2.6 (Continued)

Dimensions	Author(s)
Stakeholders' satisfaction	Belout (1998); De Wit (1998); Lim and Mohamed (1999); Baccarini (1999)
Client satisfaction	Lim and Mohamed (1999)
Project management process	Baccaini (1999)
knowledge	Blindenbach-Driessen (2006)
Team creativity	Leenders et al. (2003)
New ideas, methods, approaches, inventions or applications	Kratzer et al. (2005)
Research publications and patents	Mote (2005)

Source: Kylandri, Blanas, Henriksen, & Stoyan, 2012.

Crawford (2002) explains that within the sphere of project management, project success is very important and therefore frequently debated, However, there is little consensus to be found regarding the exact definition of success, and by extension how it should be assessed (Pinto & Slevin, 1988; Freeman & Beale, 1992; Shenhar, Levy, & Dvir, 1997; Baccarini, 1999).

2.5.2 Criteria for Project Success

Various criteria have been examined in the past with the goal of determining project success. Chan, Scott, and Lam (2002). proposed that the ideal measures for projects involving construction would encompass cost, time, and quality. Atkinson (1999) earlier described these same three criteria as “the iron triangle”. The use of these three criteria is practically essential to achieve successful project management (Rodrigues & Bowers, 1996).

Following on from the iron triangle, other researchers have introduced additional measures including satisfaction of stakeholders (Pocock,Hyun, Liu, Kim, 1996) in a departure from conventional approaches to the measurement of success. It was argued by Alarcon, Grillo, Freire, and Diethelm (1998) that the iron triangle is inadequate if improvements in measurement techniques are to be found. Shenhar,

Levy, and Dvir (1997) concurred, noting that the original three criteria could not be considered a fully homogenous dimension.

In the previous decades there have been several attempts to formulate models for project success. Shenhar et al. (1997) suggested a means of leaving behind the conventional approaches by using a multidimensional perspective to assess the success of projects using four discrete dimensions within a specific time frame encompassing short, medium, long, or very long term objectives.

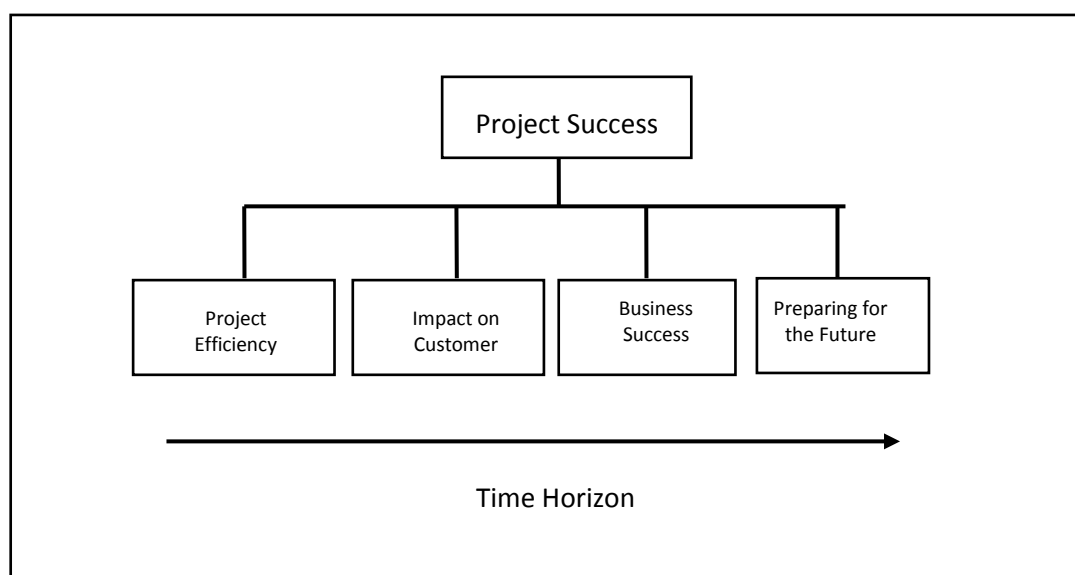


Figure 2.4 The Four Dimensions of Project Success

Source: Shenhar et al., 1997.

Figure 2.4 illustrates the four dimensions proposed by Shenhar et al. (1997), namely customer impact, project efficiency, business success, and preparation for the future. The figure also demonstrates the changes in project assessment which take place over time. The concept of customer impact assesses the influence upon customer needs and is typically measured over the medium term in the aftermath of project execution. In this case the project should meet the technical standards and specifications, should meet its functional needs, should meet with the approval of the customer, satisfying the customer's needs and solving the problems of the customer. When the customer uses the product, satisfaction should be the result. For project efficiency, the three basic criteria of time, budget, and quality will suffice. For

business success, this can be evaluated over the long term by determining whether or not there is commercial recognition for the project, and whether the project can achieve increased market share and operate profitably. The final aspect is that of preparation for the future, which can be assessed in the very long term timeframe.

From a different perspective, Turner (2004) made the point that in order to achieve success through owner involvement there are four conditions which underpin that success (Wateridge, 1998; Müller, 2003, as cited in Turner, 2009):

- 1) Stakeholders must agree upon the criteria for determining the success of a project prior to its commencement, and these criteria must be reviewed at various key stages throughout the duration of the project.
- 2) Project owners and project managers must work together cooperatively as a partnership.
- 3) Project managers must be permitted to manage the project in a flexible manner in order to address unexpected situations to the best of their ability under the guidance of the project owner to achieve the best outcomes.
- 4) It is important that the owner is interested in the project performance and outcomes.

It was explained that all of these criteria must be accomplished if a project is to be successful, yet the mere accomplishment of all four is no guarantee of success. Once notable difference in this approach is that the project owner takes a role involving greater responsibility than the project manager, giving weight to the notion that the manager alone cannot control the destiny of a project, but instead it is the stakeholders who must be allowed to participate to achieve the outcome.

Turner (2009) observed that it is rare for success to be measured by taking into account the views of all the stakeholders in a project (Turner & Zolin, 2012). The argument of these authors held that the stakeholders must be consulted because it might otherwise be possible to misinterpret the criteria used to assess the success of a project, resulting in poor decisions being made and leading to dissatisfied staff and a lack of productivity within the organization. The advice to be found within the literature offers that people involved with a project must be asked in confidence about the success of projects within their organizations (Chen, Chang, & Huang, 2010). To this end, Turner (2009) argued that it is possible for all of the stakeholders to play a

part in evaluating the results. It is possible for each stakeholder to be categorized in one of the following groups: investors; owners; consumers; operators; users; sponsors; project executives; suppliers; project managers; project team, or the public. Evidence for the importance of obtaining the views of the different groups of stakeholders can be found in the studies of Xue (2009, as cited in Turner, 2009), who demonstrates the need to take into account diverse views across the duration of the project by considering the impact, the output and the outcomes involved. Turner and Zolin (2012) extended this idea beyond the duration of the project itself, and examined the criteria for success in the months and years which followed the completion of the project. This gives a useful insight into the nature of success once a project has run its course.

One omission in the work of Turner lay in the fact that among the stakeholder groups examined, no mention is made of the board, leading to the conclusion that this category must be included in the owner or investor classes. Furthermore, there was no distinction offered between the portfolio director and the program director, meaning that they might reasonably be included within the categories of project executives or the project team. In addition, other organizational stakeholders were not included within the categorization, such as the finance and marketing departments. Therefore there are a number of key actors whose presence must be assumed to occur in one of the other groups since their involvement in the project is not in question.

2.5 Implementation of Policy

During the process of managing public policy, the implementation stage follows policy formulation and agenda setting, along with policy adoption and evaluation. Anderson (2006) explains that whenever a law is enacted from an institutional agenda through the passage of an agenda which sets out the formulation and adoption of policy, the law is subsequently put into effect by the implementation stage. The law is then applicable to the target population and can thus meet the objectives of the policy.

Both Pressman et al (1973) and van Meter and van Horn (1975) observe that the act of policy implementation emphasizes the achievement of policy objectives.

While those charged with implementing can be public or private, organizational or individual, the aim is to meet the goals of the policy. For public policy, the implementation is a clear indication of the intention of a government to achieve specific objectives, and the results will determine the success of that policy (O'Toole, 1995).

The success or failure of policy implementation will depend upon the actions of a number of related stakeholders and associated factors, such as individuals and organizations, processes, tools, target groups, and the supporting environment.

There are two main approaches to the question of policy implementation: the top-down approach and the bottom-up approach. The former emphasizes the actions of senior officials and takes into account the various factors which can affect their behaviours. In contrast, the bottom-up approach focuses upon the officials at the lower levels and considers their interactions with clients. The main influential factors in this scenario are the state of the economy, the attitudes of the officials, and the activities of the clients. In some cases, attempts have been made to use a combination of the top-down and bottom-up approaches, but there is as yet little consensus about which method might be most suitable for the examination of policy implementation (Anderson, 2006).

2.5.1 The Top-Down Approach

When implementation is achieved through a top-down strategy, the activities of the officials at the top are the subject of interest, along with the factors which influence the behaviors of those officials, and the question of whether or not experience can help to achieve policy objectives. Four researchers examine this question in greater depth (Pressman et al., 1973; van Meter & van Horn, 1975; Bardach, 1977; Mazmanian & Sabatier, 1983).

One widely-cited case study is that of a project undertaken in Oakland, United States, during the 1970s (Voradej Chandarasorn, 2005; Anderson, 2006). A policy was created by the U.S. Economic Development Administration which involved the use of public work grants and loans valued at \$23.3 million in order to find work for minority workers. Around 3,000 jobs were to be created for the benefit of several different projects in the city of Oakland. The unemployment rate in the city was more

than twice the national average, with 8.4% as compared to 4.1% nationally. For minorities, the unemployment was doubled. After three years of the project, spending had reached \$3 million, and a total of 50 new jobs had been found. Delays were not uncommon, and Pressman et al (1973) suggested that there were a number of factors which had resulted in the failure of the policies. One important limitation where successful implementation is concerned is the fact that joint action can be very complex and so policies which require the cooperation of numerous agencies can encounter problems related to coordination, problem solving delays, complicated decision making, and sometimes conflict about the objectives.

Van Meter and van Horn (1975) advocated the use of a model which connects six variables to the performance results in the study of implementation. The six variables they specify are listed as follows: 1) policy standards and objectives; 2) resources and incentives; 3) inter-organizational relationships; 4) implementing agencies; 5) the social, economic, and political circumstances, and 6) the disposition and response of implementers.

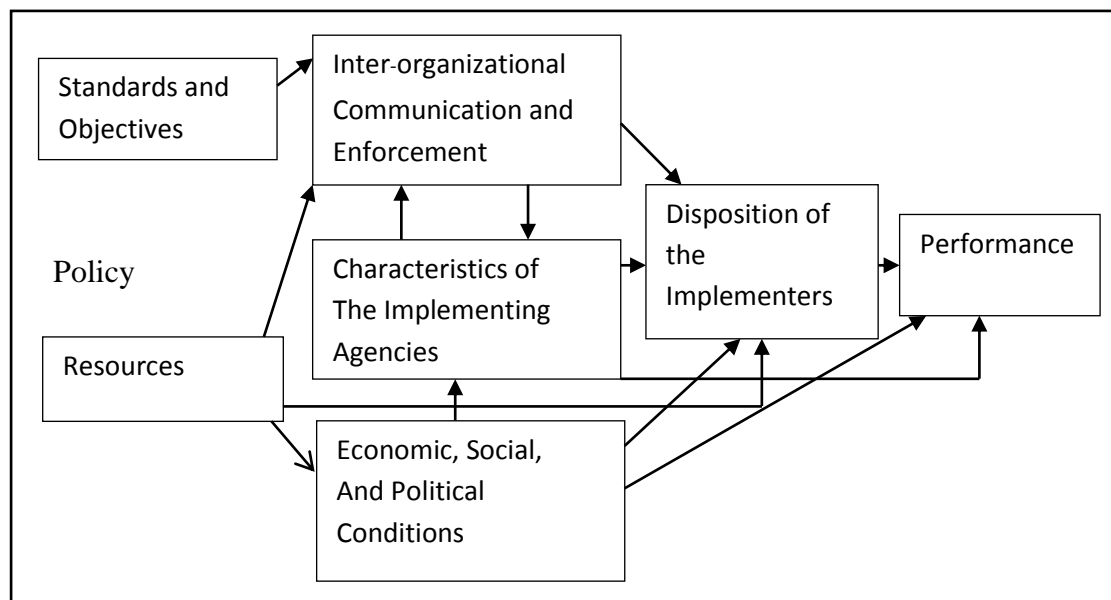


Figure 2.5 A Model of Policy Implementation

Source: van Meter & van Horn, 1975.

Figure 2.5 shows the suggestion of van Meter and van Horn (1975) that the conditions necessary to implement a project successfully involve high levels of consensus on goals, and little change overall. Practical experience confirms this, since people generally do not welcome change, especially in the early stages of any kind of transition.

Bardach (1977), meanwhile, takes a different view to the majority of researchers who have chosen to examine top-down approaches. In this case, the process of policy implementation can be imagined as a game, where participants must interact in an attempt to win. However, the game itself can cause problems in terms of policy implementation and the efficient allocation of resources. In addition, other challenges include the deflection of policy goals and a general reluctance to submit to administrative control. Furthermore, effort is expended upon the game rather than on useful activity.

A basic model for successfully implementing policy is offered by Mazmanian and Sabatier (1989). There are three conditions which must be satisfied if success is to be achieved: 1) the problems must be tractable; 2) the statute must be able to structure the implementation, and 3) non-statutory variables must influence the implementation.

In the first condition, the relevant factors include the definition of the problem, the appropriate theory, the target groups, the use of technology, and the current situation. The second condition is related to implementation in terms of administrative capacity. The final condition concerns any other variables. The three listed conditions form the classes of independent variables which ultimately lead to the dependent variables when considering the success or otherwise when the policy is implemented. In this case there are also five variables which are considered dependent: policy outputs, target group compliance, actual impacts, perceived impacts, and major revision of a statute or policy.

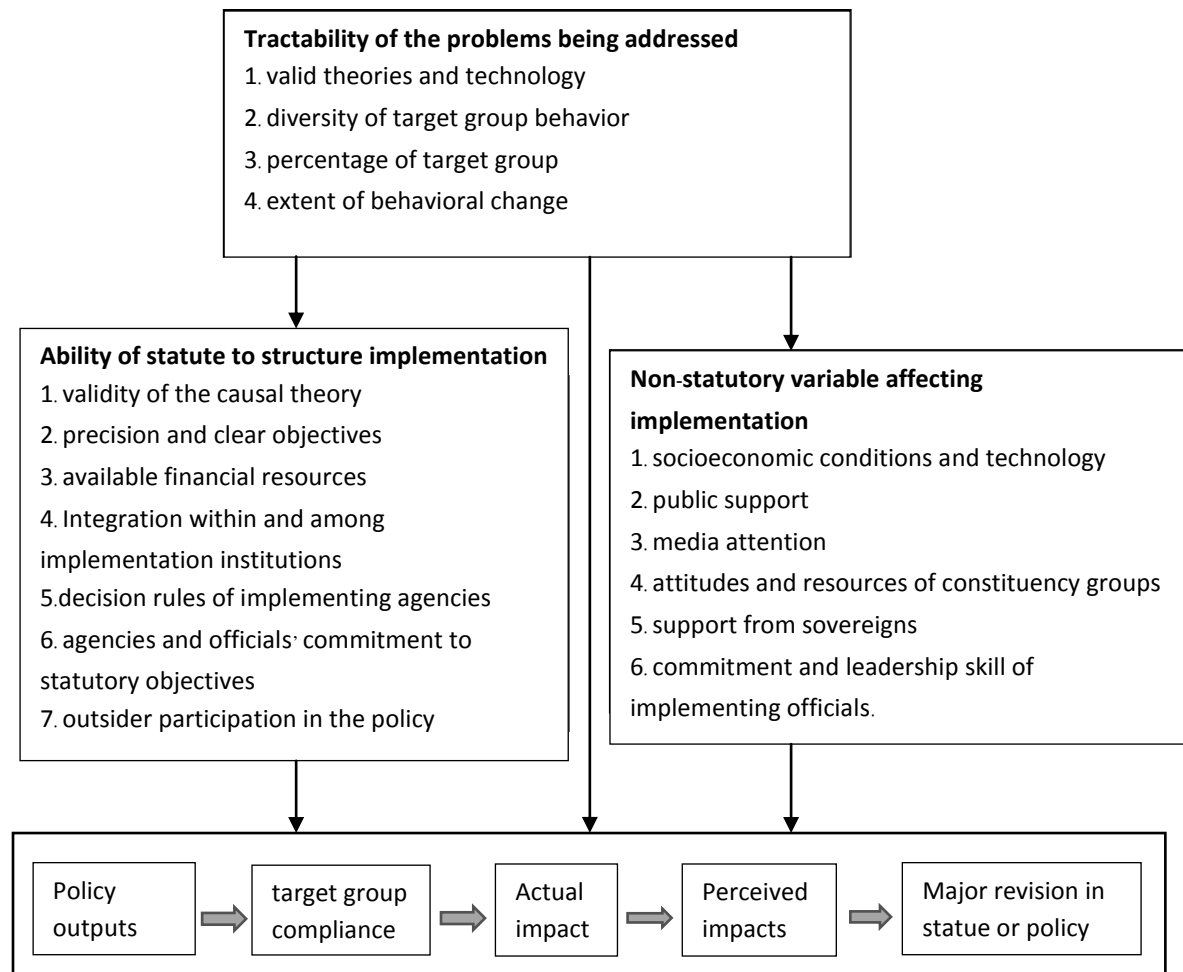


Figure 2.6 Policy Implementation Model of Mazmanian and Sabatier

Source: Mazmanian & Sabatier, 1989.

2.5.2 Bottom-Up Approach

Anderson (2006) describes the bottom-up approach in terms of the greater importance afforded to lower level staff or officials and the way they interact with the public or their customers. The key factors which can influence implementation include the state of the economy, the actions of clients, and the attitude conveyed by the officials at a local level. In particular, it should be noted that front-line bureaucrats have a better understanding of what people actually need than their leaders. These insights are derived through direct interactions with members of the public.

Lipsky (1980) devised a theoretical framework related to the notion of street-level bureaucracy. The study emphasized the decisions made at the discretion of local

implementers who must consider the target groups in the local society for whom the policies are delivered. The fact that the street-level bureaucrats can choose the extent to which they deliver policy or enforce rules makes them highly significant in policy implementation. However, street-level bureaucrats must cope with differing and conflicting demands, some of which may be contradictory, and some of which may not be accommodated due to a lack of resources (Lipsky, 1980).

When a bottom-up strategy is employed, the emphasis is upon those delivering the service and also on the target groups, since it is at this level that the policy originates (Hjern & Porter, 1981). Meanwhile, Hull and Hjern (1987) observed the actions of local networks when problems arise within the process of implementation. The local community can play a key role in the implementation process by helping to determine the objectives and strategies required to deliver the policy. The use of local networks can also help to minimize the adverse effects arising from different groups whose interests might not be in alignment.

Sorg (1983) examined the actions of implementers and categorized them according to their impact upon the eventual success or failure of a project. There are two key dimensions to consider, which are compliance and intention. In turn this leads to the definition of four different implementer types: intentional compliance, intentional non-compliance, unintentional compliance, and unintentional non-compliance.

The process of policy implementation process takes place on two levels: the macro and micro levels. For macro level implementation, the role of the government is to ensure that local officials perform their duties effectively. For micro level implementation, it is important that local administrators seek the consent and approval of local people (Anderson, 2006). When problems arise with implementation, Berman (1980) explained that this would probably be the result of a policy interacting with its institutional setting. At the macro level, federal policies are required to organize the various parties responsible for agreeing upon a policy and subsequently passing it via the local administration so that it comes into full effect. Policy outcomes are dependent upon those local people who must deliver the policy rather than upon distant federal bureaucrats. At the local level, micro implementation involves adapting the policy to the mutual benefit of the stakeholders so that the policy becomes a local

adaptation of a national objective, showing local characteristics. Given that the process of adaptation can be complex and uncertain, it is not always clear exactly how a policy can be implemented.

In order to establish which conditions will be suitable for each approach, the parameters of the policy context must be taken into account. Either a top-down approach or a bottom-up approach may be appropriate for the creation of the implementation plan, and can be described as follows (Berman, 1980):

Table 2.7 Factors Associated with Top-Down and Bottom-Up Policy Implementation

Factors / Approach	Top Down	Bottom Up
Scope of change	Incremental	Radical, Large
Validity of technology	Certain	Uncertain
Goal conflict	Low	High
Institutional setting	Tightly coupled	Loosely coupled
Environment stability	Stable	Unstable, dynamic

2.5.3 Policy Implementation Models

In addition to the models demonstrated in the work of van Meter and van Horn (1975) and of Mazmanian and Sabatier (1983); Voradej Chandarasorn (2005) presents additional models, namely the organization development model, the management model, and the bureaucratic processes model. These models will be the primary focus, while another model which attracts interest is the decentralization program implementation process model (Cheema & Rondinelli, 1983).

2.5.3.1 Organizational Development Model

This particular model emphasizes the activities of the agencies which are responsible for implementation, evaluating characteristics such as leadership, motivation, relationships, and the teamwork and cooperation observed within the agencies which can ultimately lead to better implementation performance.

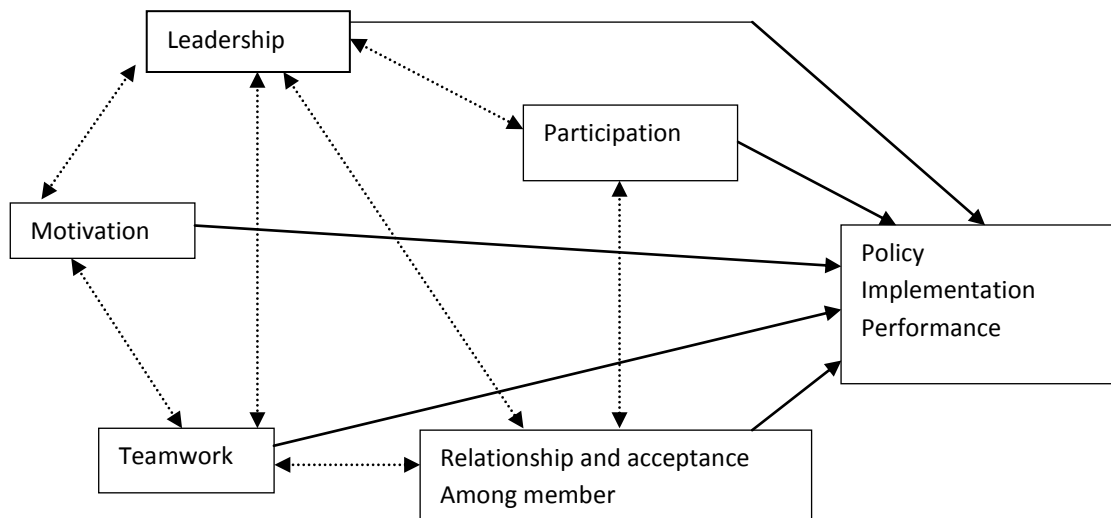


Figure 2.7 Organizational Development Model

Source: Voradej Chandarasorn, 2005.

2.5.3.2 Management Model

The management model emphasizes the performance of the organization, based on the idea that when implementation is successful, performance standards will match expectations. Five variables are linked to this idea, namely personnel, location, equipment, structure, and budget.

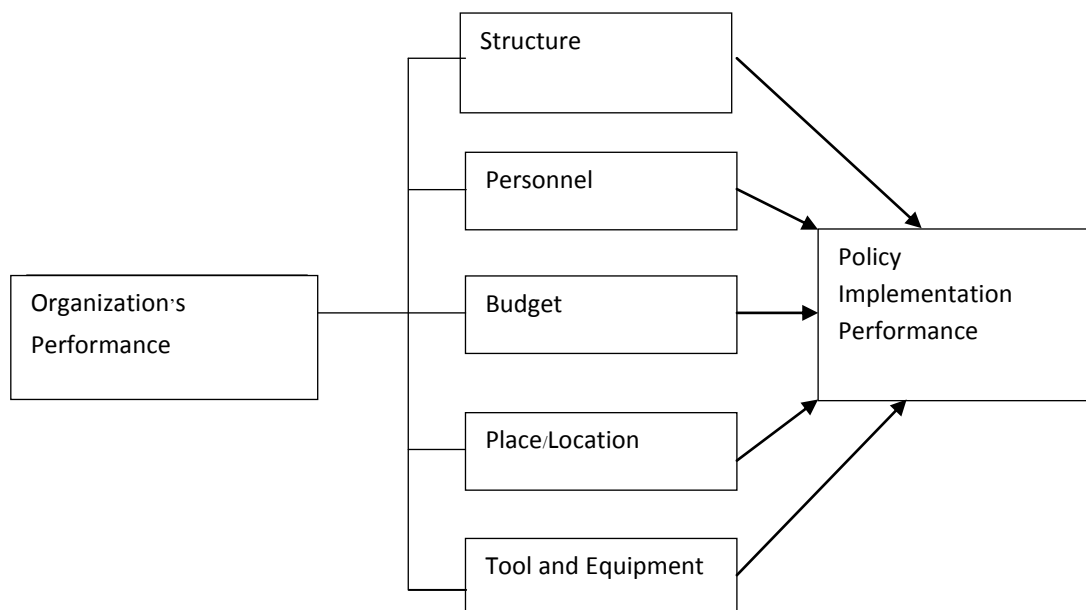


Figure 2.8 Model of Policy Implementation

Source: Voradej Chandarasorn, 2005.

2.5.3.3 Bureaucratic Process Model

This particular model confirms the role of policymakers in successfully implementing policies. Furthermore, those who must take responsibility for implementing policies must accept and believe in those policies in order to achieve success. Meanwhile the services provide by implementers must be of an acceptable standard.

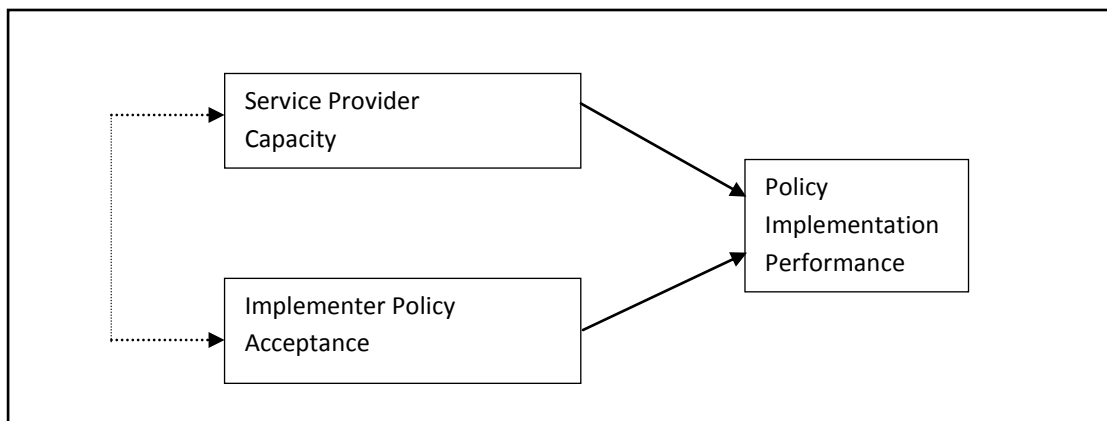


Figure 2.9 Bureaucratic Model

Source: Voradej Chandarasorn, 2005.

2.5.3.4 Model of the Decentralization Program Implementation Process

This model was developed by Cheema and Rondinelli (1983) in order to evaluate the decentralization of the power of policy implementation within Asia through focusing upon the ability of local communities to encourage and promote rural development. It is anticipated that policy implementation will be influenced and guided by four factors which can be listed as follows: environmental conditions, inter-organizational relationships, organizational resources for implementation of the program, and the characteristics and capacities of the agencies responsible for implementation.

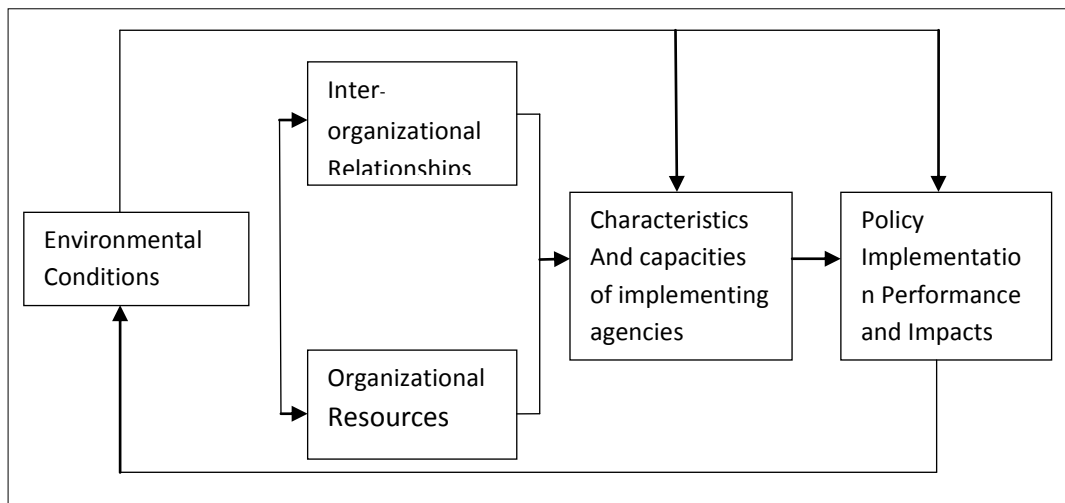


Figure 2.10 The Model of Cheema and Rondinelli

There are a number of models which can describe the varying approaches to implementation, including the top-down and bottom-up approaches as well as a number of other general implementation in models (van Meter & van Horn, 1975; Cheema & Rondinelli, 1983; Mazmanian & Sabatier, 1989; Voradej Chandarasorn, 2005). These rather question the assertion that the factors in any particular one of the models will have an influence upon project success.

In the early days of implementation analysis, NEDA made available a large number of reports and feedback to the Office of the Public Sector Development Commission (OPDC) in order to support the assessment of implementation both to determine its effectiveness and also to ensure that the process complied fully with the law. The implementation of policy was typically described as the execution of a policy decision, which would normally be in statute form but which could also be an executive order or a court decision. The decision normally specifies the problems and the objectives before going on to provide the structure of the process of implementation (Mazmanian & Sabatier, 1983).

In this study, the success of NEDA projects is examined via the perspectives of the three main stakeholders which are local people, local administrations, and the government. The study compares the different notions of project success and compares these with the theoretical perspective in order to formulate a framework to determine the key success factors which apply in Thailand in order to better develop the infrastructure within the Greater Mekong Sub-region.

CHAPTER 3

METHODOLOGY

3.1 Research Method

This study utilizes the qualitative method. The strength of qualitative research is the ability to describe how people experience a given research topic. The qualitative research method not only provides information about human nature, including attitudes, beliefs, opinions, emotions, behavior, and the relationships of individuals to specific issues, but also identifies intangible factors, such as culture, social norms, socioeconomic status, ethnicity, and religion, which may not be obvious. Qualitative research borrows methods from humanistic (e.g. from the social sciences) researchers, who believe in multiple realities and are focused on interpreting the interaction between the researcher and phenomena (Sayre, 2001).

In this study, the qualitative research method was selected to serve the objective, aiming at gaining a better understanding of the need for Thailand to provide assistance to neighboring countries, and the definition of success and the factors that influence the success. In fact, the character of the study required access to profound expert information on the topic of the definition of project success from different stakeholders which could not be acquired through a standardized questionnaire with predetermined answer categories as used in quantitative research. The aim was not to measure or quantify something, but to improve understanding of the definition of project success by obtaining information from personal experiences and critical incidents.

This dissertation also focuses on the identification of the consensus definition of NEDA's projects' success among different stakeholders. The purpose was thus to determine a definition of and the factors that affect NEDA project successes that provide valuable insight into the topic. By comparing the different views from stakeholders, shared experiences were identified and categorized.

Three main research methods were employed in gathering the data for this study: document analysis, semi-structured interviews, and non-participant observation. This combination of research methods allowed for alternative angles to be explored Rothbauer (2008). The analysis of the interview transcripts and field notes was based on the inductive approach, leading to the formation of patterns, themes, and categories in the data based on three steps in the qualitative data analysis, data reduction, data display, and conclusion drawing or verification. The triangulation strategy was used for improving the validity and reliability of the research and the evaluation of the findings

3.2 Specific Areas

NEDA (2014) has been providing assistance to neighboring countries in two different areas, which are financial assistance (grant/loan) and technical assistance (feasibilities study/training). The total thirty-six projects comprised twenty Financial Assistance Projects and sixteen Technical Assistance Projects. This study focused on financial assistance (grant/loan) regarding infrastructure development in Cambodia, Laos PDR, and Myanmar. The total of twenty financial assistance projects comprised eleven road construction projects, three airport improvement projects, three drainage pipeline construction projects, and two railway construction projects (Table 3.1). This shows that fifty-five percent of the total NEDA projects were in road construction (Figure 3.1).

Table 3.1 Type of Financial Assistance Projects

Type of Financial Assistance Projects	Total Projects
Road Construction	11
Airport Improvement	3
Drainage Pipeline Construction	3
Railway Construction	2
Other	1
Total	20

Source: Adap from NEDA, 2014.

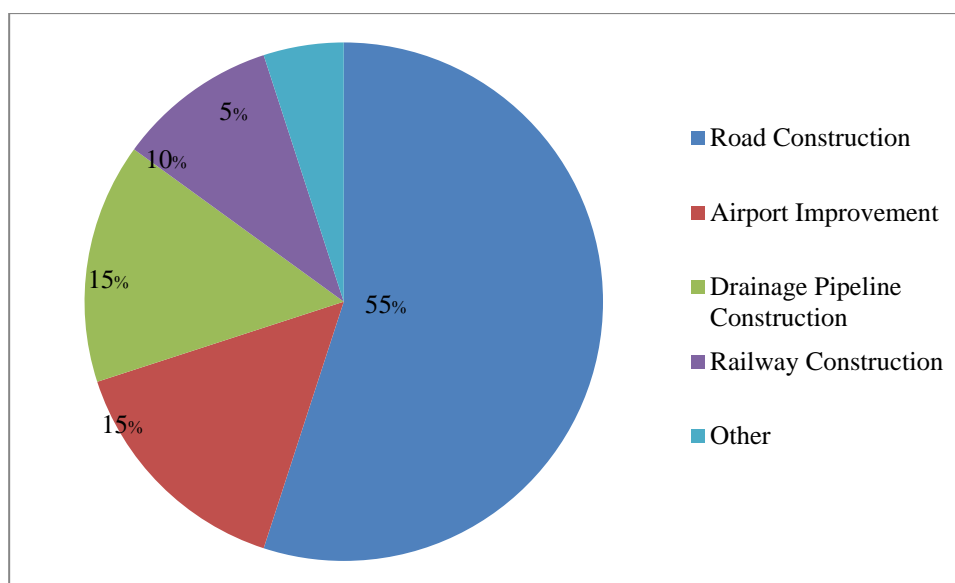


Figure 3.1 Proportion of NEDA's Financial Assistance Projects in 2013, Classified by Type of Infrastructure

Source: NEDA, 2014.

As shown in table 3.2, there were nine completed projects out of twenty under financial assistances from NEDA. The researcher focused on completed projects because they had more dimensions that could be studied than ongoing projects. The completed projects had view point on post-construction and projects evaluation, which access to project outputs and outcomes, whereas ongoing projects could not provide the information on impact after project completion.

Table 3.2 Completed Projects under Financial Assistances from NEDA, Classified by Country

Countries	Completed Projects	Type of projects
Lao PDR		
1.	Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3)	Road construction
2.	Railroad construction project from Nong Khai to Ban Thanaleng	Railway construction

Table 3.2 (Continued)

Countries	Completed Projects	Type of projects
3.	Road construction project from MuangNguen, XaiBuri Province, to Ban Pak Beng	Road construction
4.	The Wattay International Airport Improvement Project	Airport construction
5.	Drainage pipeline construction and T2 road improvement Projects in Vientiane	Drainage pipeline construction
6.	Pakse Airport Improvement Project	Airport construction
Cambodia		
7.	Koh Kong - SreAmbel Road Improvement Project (R48)	Road construction
8.	National Road No. 67 Construction Project (R67) AnlongVeng -Siem Reap	Road construction
Myanmar		
9.	Mae Sod/Myawaddy-Thingannyyinaung/Dawna Range Road Connection Project, Myanmar	Road construction

Table 3.3 Selected Projects for Research Studies

Projects Name	Thailand	Neighboring Countries
1. Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3)	Amphoe Chiang Khong, Chiang Rai	KwengBokaew, HuaySai, Lao PDR
2. National Road No. 67 Construction Project (R67) AnlongVeng - Siem Reap	AmphoeKhu Khan, Si Saket	AnlongVeng, Cambodia
3. MaeSod/Myawaddy Thingannyyinaung/Dawna Range Road Connection Project, Myanmar	Amphoe Mae Sot, Tak	Myawaddy, Myanmar

Source: NEDA, 2014.

The overall criterion for selecting the projects was focused on the neighboring countries that received assistance from Thailand through NEDA (2014) projects in the aspect of international policy implementation, which was based on four criteria: 1) financial assistance projects, 2) same project type, 3) projects completed, and 4) representatives from each neighboring country. According to these four criteria, the samples on road construction project selected from the Lao PDR; Cambodia; and Myanmar were road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3); National Road No.67 Construction Project (R67) AnlongVeng-Siem Reap; and Mae Sod/Myawaddy-Thingannyyinaung/Dawna Range Road Connection Project.(Table 3.3). The characteristics of the three projects are shown in table 3.4.

Table 3.4 Characteristics of the Selected Projects

Characteristics	R3 Project	R67 Project	Myawaddy-Tanowsri Project
Neighboring Country	Lao PDR	Cambodia	Myanmar
Province in Thailand	Chiang Rai	Si Saket	Tak
Type of project	Road construction	Road construction	Road construction
Financial Assistance	1,385 Million Baht	1,300 Million Baht	122 Million Baht
Distance	84.77 km	131 km	17.35 km
Project Completion	February 2008	March 2009	May 2006

Source: NEDA, 2014.

3.3 Data Collection

The instruments for qualitative method for this dissertation were documentary research, semi-structured interviews, and non-participant observation. This combination of research methods allowed alternative angles to be explored (Rothbauer, 2008).

3.3.1 Document Analysis

Document analysis focused on the in-depth analysis of the policy documents provided by the Royal Thai Government to answer research question one. These included official policy papers on general aid strategies, country strategy papers, and program overviews from the past. This study used documentation as follows:

- 1) Thailand National Economic and Development Plan
- 2) Public policy documents produced by donors active ADB, World Bank and JICA
- 3) Official policy papers on general aid strategies, country strategy papers for GMS, ACMECS, and TICA
- 4) ADB Institute Discussion Paper, Impact of Cross-border Transport Infrastructure on Trade and Investment in the GMS
- 5) Organization for Economic Cooperation and Development (OECD) Transport and Trade Facilitation in the Greater Mekong Subregion Time to Shift Gears
- 6) NEDA Projects Completion Report
- 7) NEDA Projects Evaluation Report

3.3.2 Semi-Structured Interview

The semi-structured interviews were conducted from thirty-four key informants comprised of nine key informants from the government, six key informants from local administrations, fifteen key informants representing the local people, and four key informants from neighboring countries. The interview guide was created for interview government, local administration and local people. The pilot test of the interview process was from three participants from NEDA (2014) comprised of the Director of the Technical Assistance Bureau, and representative staff members from the Administration Bureau and Treasury Bureau. Based on the feedback and the interviewer's notes, the guide and interview questions were examined.

The topic question were prepared and submitted to the government and local administrations prior to engaging in the fieldwork in order to collect the primary data. The study explored key implantation success in order to fulfill both strategic and operational objectives in serving the needs of involved people. This study identified thirty-four key informants from four target groups, as follows.

3.3.2.1 Government

The representatives from the government were from both NEDA (2014) and TICA that were in charge of neighboring countries' assistance programs or those with direct responsibility for the assistance projects for neighboring countries. The key informants were from NEDA due to the fact that they were most certainly involved in the identification and assessment of the policy implementation.

The total of eight key informants from NEDA (2014) were directly involved with the projects and had been working with the organization for at least five years. There were two key informants that initiated the projects before the establishment of NEDA and that were formerly from the NEDF staff (Neighboring Countries Economic Development Fund). NEDF was established in 1996 as an agency under the Fiscal Policy Office, Ministry of Finance before being changed to a public organization under the supervision of the Ministry of Finance, called NEDA.

However, at first the researcher wanted to interview the President of NEDA, but the position was vacant during the period of study. The researcher then made an appointment with the chairman of the Board Directors, NEDA, Assoc. Prof. Dr. Varakorn Samakoses, but the chairman assigned a top level manager to provide information for this study.

Table 3.5 Government - Interviewee Information

#	Name-Surname	Position
1.	Government officer A	Top Level Management, NEDA
2.	Government officer B	Executive Officer, Project Management Bureau, NEDA
3.	Government officer C	Executive Officer, Policy and Planning Bureau, NEDA
4.	Government officer D	Executive Officer, Technical Assistance Bureau, NEDA
5.	Government officer E	Executive Officer, Treasury Bureau, NEDA
6.	Government officer F	Executive Officer, Administration Bureau, NEDA
7.	Government officer G	Senior Accountant, NEDA
8.	Government officer H	Senior Administrator, NEDA
9.	Government officer I	Top Level Management, TICA

3.3.2.2 Local Administration

The representatives from the local administrations were selected from related areas of three selected projects, comprised of two key informants from each projects. All of the key informants had been working in related areas for at least five years in order to be certain that they were involved in the identification and assessment of policy implementation. The related areas of three projects were:

- 1) National Road No. 67 Construction Project (R67) Anlong Veng-Siem Reap: Thailand, AmphoeKhuKhan, Si Saket Cambodia, Anlong Veng
- 2) Road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3): Thailand, Amphoe Chiang Khong, Chiang Rai and Lao PDR, KwengBokaew, HuaySai
- 3) Mae Sod/Myawaddy-Thingannyyinaung/Dawna Range Road Connection Project: Thailand, Amphoe Mae Sot, Tak Myanmar, Myawaddy

Table 3.6 Local Administrations: Interviewee Information

#	Name-Surname	Position	Age (yrs)	Duration of working	Duration of working in study area
Project R3 : Amphoe Chiang Khong(Chiang Rai)					
1.	Local administration A	Public health officer	45	13 years	8 years
2.	Local administration B	Senior officer	47	12 years	9 years
Project R67 :AmphoeKhu Khan(Si Saket)					
3.	Local administration C	Public health officer	48	8 years	8 years
4.	Local administration D	Senior officer	46	11 years	8 years
Project Myeowadee-Tanowsri:Amphoe Mae Sot(Tak)					
5.	Local administration E	Public health officer	39	9 years	8 years
6.	Local administration F	Senior officer	42	15 years	10 years

3.3.2.3 Local People

This study divided local people into two dimensions, which were the representatives from the Thai chamber of commerce, who was involved in the GMS and local people that were living in related areas for more than five years. Five local people from Amphoe Chiang Khong(Chiang Rai), five local people from Amphoe

Khu Khan(Si Saket), four local people from Amphoe Mae Sot(Tak) and one representative from the chamber of commerce. Therefore, a total of fifteen key informants were interviewed. The involved projects were R3; R67; and Myawaddy-Tanowsri.

Table 3.7 Local People : Interviewee Information

#	Name-Surname	Position/Project Area	Age (yrs)	Duration in Living
1.	Local People A	-Board Director of The Thai Chamber of Commerce -Honorary Chairman of Greater Mekong Subregion		
Project R3: Amphoe Chiang Khong (Chiang Rai)				
2.	Local People B	Restaurant owner	47	10 years
3.	Local People C	Teacher	50	13 years
4.	Local People D	Contractor	43	8 years
5.	Local People E	Merchandise	56	24 years
6.	Local People F	Merchandise	55	30 years
Project R67 : Amphoe Khu Khan (Si Saket)				
7.	Local People G	Director of Tambon Health Promoting Hospital	53	33 years
8.	Local People H	Restaurant owner	45	6 years
9.	Local People I	Teacher	47	20 years
10.	Local People J	Merchandise	45	23 years
11.	Local People K	Merchandise	46	24 years
Project Myeowadee-Tanowsri : Amphoe Mae Sot (Tak)				
12.	Local People L	Teacher	47	13 years
13.	Local People M	Teacher	46	10 years
14.	Local People N	Merchandise	48	22 years
15.	Local People O	Merchandise	49	27 years

3.3.2.4 Representatives from Recipient Countries

In order to gather information from both the donor and recipient countries, this research also interviewed representatives from the neighboring countries. The data also reflected the attitude of the recipient countries. There were four representatives from neighboring countries, two representatives from the Lao PDR, one representative from Cambodia, and one representative from Myanmar.

Table 3.8 Neighboring Countries–Interviewee Information

#	Name-Surname	Position
1.	Neighboring Countries A	Deputy Director General of Public Works, Cambodia
2.	Neighboring Countries B	Deputy Director General of Road and Bridge Department, Lao PDR
3.	Neighboring Countries C	Officer, Ministry of Foreign Affairs, Lao PDR
4.	Neighboring Countries D	Deputy Superintending Engineer, Myanmar

3.3.3 Non-Participant Observation

The researcher attended four related conferences and open session seminars on related topics in Thailand's policy regarding the assistance to neighboring countries. Non-participant observation created an opportunity to observe the public discourse and to hold informal conversations with the participants.

Table 3.9 List of Participating Conferences and Seminars

Date	Topic	Venue
18 December 2014	Seminar on the role of NEDA in neighboring countries	Rama Garden hotel, Bangkok
19-20 December 2014	The 5 th GMS Summit	Shangri-La hotel, Bangkok
15 May 2015	NEDA's 10 Years of Partnership in Social and Economic Development in the Region	Pullman King Power hotel, Bangkok
15 June 2015	Thailand : Gateway to the GMS	Anantara Siam hotel, Bangkok

3.4 Improving Credibility and Confirmability

3.4.1 Trustworthiness

Denzin and Lincoln (2003) suggested four factors in establishing the trustworthiness of findings from qualitative research. The four factors are credibility,

transferability, dependability, and confirmability.

3.4.1.1 Credibility refers to the confidence one can have in the truth of the findings, which can be established by various provisions to ensure that the study measures what is actually intended. The following provisions have been used to promote confidence that this research has accurately recorded the phenomena under scrutiny.

1) Triangulation. In this research, triangulation involved the use of different methods, especially semi-structured interviews, non-participant observation, and documentation reviews, which form the major data collection strategies for much qualitative research.

2) The development of an early familiarity with the culture of participating organizations before the first data collection dialogues take place. In this research, the researcher preliminarily visited the organization, NEDA, in order to create “prolonged engagement” by establishing a relationship of trust between the researcher and the key informants.

3) Iterative questioning. In this research, probes were used, in which the researcher returns to matters formerly raised by an informant and extracts related data through rephrased questions. In both cases, where contradictions emerge, falsehoods can be detected and the researcher decides to discard the suspect data.

4) Member check. In this research, key informants were asked to read transcripts of dialogues in which they have participated. The informants reviewed and considered if their words match what they actually intended.

3.4.1.2 Transferability means that other researchers can apply the findings of the study. In this research, sufficient contextual information about the fieldwork sites (R3 Project, R67 Project, Myawaddy-Tanowsri Project) have been provided in order to enable the reader to make such a transfer. The sufficient thick description of the study has been provided to allow readers to have a proper understanding of each financial assistance project, thereby enabling them to compare the instances of the results described in the research with those that they have seen emerge in their situations.

In addition, in order to assess the extent to which findings may be true of people in other settings, similar projects (financial assistance on road construction)

employing the same methods but conducted in different environments (Lao PDR, Cambodia and Myanmar) has been done. The “multiple environments” in this research provided a “baseline understanding” with which the results of subsequent work could be compared.

3.4.1.3 Dependability

This concept describes the stability of the results when considered over a long time period, and their conformity in terms of outcomes, interpretations, and recommendations. To determine dependability, the key steps are to create detailed reports of the work accomplished along with a description of the original plans and the execution. This would provide a clear record and would serve to encourage future researchers by indicating the areas of interest and proffering the current findings as a base from which to design future works.

3.4.1.4 Confirmability

Confirmability describes the idea that study findings should be dependent upon the information obtained from the study participants rather than the ideas and biases of the researcher. Triangulation is one method of ensuring that the data can be confirmed as reliable, and when this process is described in detail it permits the reader to gain an appreciation of exactly how reliable the data may be. The audit trail is important for the credibility of the study since this allows any outsider to trace the steps of the study and to understand the decisions reached and the actions taken.

3.4.2 Triangulation

Triangulation is a strategy for improving the credibility and confirmability of research or evaluation of findings. According to Rothbauer (2008), triangulation is a technique to assure results from different methods leading to the same results. The triangulation methods in this study involved data triangulation comprised of space triangulation with different sites from Cambodia, Lao PDR, and Myanmar); method triangulation using three methods: semi-structured interview, non-participant observation, and documentation review, informant triangulation using three different types of informants (government, local administration, and local people).

Following the improvement of the credibility and confirmability of the data, this study was designed to collect data using three methods: semi-structured interviews, non-participant observation, and documentation review from three difference areas (Cambodia, Lao PDR, and Myanmar) under the same condition of project type (road construction), and assistance type (financial assistance projects). Moreover, two assistants comprised of the Director of the Tambon Health Promoting Hospital and the Director of the Technical Assistance Bureau, NEDA, assisted in order to verify the data and to provide valuable insight into the interpretations.

3.5 Data Analysis

An inductive approach was used to analyze the transcripts of the interviews and the notes gathered in the field. This helped to uncover the themes and patterns within the data. When qualitative data analysis is performed, there are three steps in the basic process, which are data reduction, to organize and simplify the data, data display, to present the data, and finally the drawing of conclusions (Miles & Huberman, 1994).

3.5.1 Data Reduction

In the data analysis process, step one is to reduce the data. The data which were collected via various techniques were organized and summarized in groups by topic. The purpose is to limit the data variety in order to ensure that the content is meaningful.

3.5.2 Data Display

Once the data have been reduced, the next stage is to display the data in an orderly and concise manner. Once the data are displayed appropriately, the underlying patterns and structures become more clearly apparent and aid the researcher in reaching conclusions with regard to the research questions.

3.5.3 Drawing Conclusions

The data from the data display step were used to draw conclusions. Verification

of data can be performed by revisiting the data to provide quality conclusions. In this dissertation, the triangulation technique was used as one type of verification of data as well.

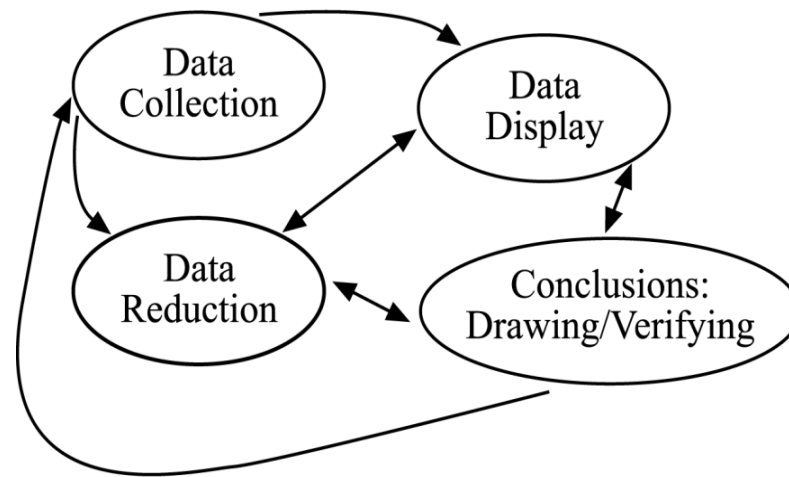


Figure 3.2 Components of Data Analysis

Source: Miles & Huberman, 1994.

To sum up, qualitative analysis is a cyclical process where researchers need to repeat several rounds when there are new questions and when connections emerge and researchers need to understand more about the information in the study.

3.6 Ethical Protection of Participants

The invitations to participate in the semi-structured interviews were sent to prospective participants from the government, local administrations, and neighboring countries. All of the participants were notified that participation in the interview was entirely voluntary. The surveys were treated confidentially and contained no questions that could be linked to the identity of any participant.

The rights of participants were protected. All confidential data were handled sensitively by following National Institute of Development Administration ethical guidelines and regulations.

3.7 Study Frame

Objective	Methodology			
	Document analysis	Semi-structured interview	Non-participant observation	Electronic mail for interview
1. To understand the need for Thailand to provide infrastructure assistance to neighboring countries	x	x	x	-
2. To explore the various definitions of NEDA's projects' success from the point of view of different stakeholders comprised of the government, local administrations, and local people	-	x	x	x
3. To explore a consensus definition of NEDA's projects' success	-	x	x	x
4. To explore the factors that affect NEDA projects' success	-	x	x	x

CHAPTER 4

RESEARCH RESULTS

This chapter mainly discusses the findings in terms of the definition of the success and success factors for the NEDA (2014) projects. There are four sections in this chapter. The first section discusses the need for Thailand to provide assistance to neighboring countries. The second section explores the various definitions of NEDA project success. The third section identifies the consensus definition. The last section explores the factors that affect NEDA's projects' success and proposes a model for NEDA's projects' implementation success.

4.1 The Need to Provide Assistance to Neighboring Countries

One of the most essential policy tools for improving a population's well-being and facilitating economic and institutional development is foreign aid. According to the standard definition of foreign aid from the DAC (Development Assistance Committee) of the Organization for Economic Cooperation and Development (OECD, 1996), foreign aid is defined as financial flows, technical assistance, and commodities that are designed to promote economic development and welfare. Most foreign aid is considered to meet broad economic and development objectives, and the projects through NEDA is designed to stimulate economic growth through building infrastructure.

In alignment with the Millennium Development Goals (MDGs), one of the objectives is to establish global partnership development. Through the NEDA projects, aid can help neighboring countries escaping from the vicious cycle of poverty by funding infrastructure development through road construction, and the United Nations (2004) defined "roads" as the core input for development.

According to Varakorn Samakoses, NEDA's focus is on the development of economic infrastructure and transportation networks linking Thailand and neighboring countries as well as supporting the transformation of transport corridors into economic corridors, which will accelerate more trade and investment that will help raise the quality of life of the people in neighboring countries to the level equivalent to other countries in ASEAN (Varakorn Samakoses, 2013).

In the past 10 years, NEDA has assisted neighboring countries in sixty projects amounting for 14,479.27 Million Baht. This comprised twenty-one financial assistance projects using the method of concessional loans and grants amounting to 14,479.27 Million Baht; sixteen technical assistance projects in the form of grant funds amounting to 244 Million Baht; and twenty-three training programs to develop the capacity of 218 officials of neighboring countries amounting to 10.47 Million Baht (Varakorn Samakoses, 2015).

The policy to foster partnerships with neighboring countries and the subregion in the Mekong basin has been set. Thailand is obviously a so-called well-developed country in terms of its transportation network in the Greater Mekong Subregion, whereas the neighboring countries are still challenged by numerous problems of economic development and poverty causing greater inequalities in social and economic development. The disparities in infrastructure development have important influences on the security and prosperity in the subregion. The section below describes the reasons for Thailand providing assistance on infrastructure development to the neighboring countries.

4.1.1 Thailand as a Subregion Logistic Hub

The driving forces from Thailand's structural reforms and the change in subregion policies have provided a change in Thailand's strategies, becoming a logistics hub, the conception of regional linkages and co-production bases, and creating links within the Subregion. As shown in figure 4.1, Thailand has a geographical advantage and is located at the center of the ASEAN community and is an important connector to the People's Republic of China (PRC) and South Asia, and the government aims for Thailand to be the subregion logistics hub after the recognition of the ASEAN Economic Community (AEC). In alignment with

government officer A, to appreciate Thailand's location, it is necessary to recognize the role of geography as the determinant of international outcomes.

Additionally, Jingjai Hanchanlash has considered Thailand's geographic position in the Mekong mainland as an immeasurable asset. To confirm the advantage on Thailand's geography, Walker (2015) stated clearly that Thailand sits at the center of the Greater Mekong Subregion, and the logistical heart of the GMS sits in Thailand, a relatively mature market economy. In his view, Thai companies, and the Thai stock market, will be the best way to play the future growth of the GMS. Therefore, Thailand cannot avoid becoming the hub of mainland Southeast Asia. It is essential for Thailand to improve its connectivity, both in physical infrastructure and trade facilitation, in order to achieve the goal of becoming a logistics hub in the subregion.



Figure 4.1 Thailand's Geographical Advantages as the Center of the ASEAN Community

Source: Walker, 2015.

The improvement and enhancement of Thailand's physical transport infrastructure is one of the fundamental factors for the rise of the country's competitiveness. According to Thailand's Eleventh National Economic and Social Development plan, infrastructure is one of the instruments for growth of income and competitiveness.

The GMS regional economic corridors program, therefore, was commenced to state problems. The goal is to motivate effective and efficient growth of direct investment and production facilities through the identification of corridors for major transport infrastructure development. This economic corridor approach to subregion development was implemented as a fundamental strategy to boost GMS cooperation and to help realize subregion potential. The corridors that were identified as flagship programs comprised the North-South Economic Corridor (NSEC), the East-West Economic Corridor (EWEC), and the Southern Economic Corridor (SEC) and expanded the program to a total of nine economic corridors, as shown in figure 4.2.



Source: Walker, 2015.

The office of the National Economic and Social Development Board (NESDB, 2013) launched an infrastructure development plan (2012-2020) to improve the current transport linkages of land, air, and water in order to enhance energy security, to further enhance telecommunications infrastructure, and to renovate public utility infrastructure for industry and people.

The Thai government's policy is to promote Thailand as a trading hub among the neighboring countries and others in the Subregion. Thailand's 7th-11th National Economic and Social Development plans all attach much importance to the development of the Subregion and its rural areas. They have laid down guidelines for developing a regional hub that will function as economic and major employment generation bases to cater to economic growth and activities in the central areas of the Subregion, together with a framework for forging linkages with the neighboring countries.

The policy to foster partnerships with the neighboring countries and subregion in the Mekong basin was maintained and built on in the Eighth National Economic and Social Development plan (1997-2001), and the two goals related to subregion development were set. First was to develop the subregion; and border areas in order to strengthen the economy of towns and communities and to provide opportunities for the local people. Second was to emphasize areas under the Mekong Subregion Cooperation Program.

Walker (2015), quoted in the Asianomics Country Report, Yingluck Shinawatra stated the Grand Plan for infrastructure as follows:

As it stands now the Grand Plan will consist of 55 projects costing Bt2.27trn (around 20% of 2012 GDP) and is due for completion in 2020. ...Included in the projects will be four major arterial roads/railways : the Southern Economic corridor (from Bangkok-Phnom Penh-Ho Chi Minh City); and East-West Corridor linking Mawlamyine (Myanmar), Phitsanulok (Central Thailand), KhonKaen (Northeast Thailand), Savannakhet (Laos) and Danang (Vietnam); a North-South Economic Corridor (linking Kunming with Bangkok via Laos and Myanmar); and Route R9 linking Thailand, Cambodia and Vietnam.

The land link is important in terms of economic development. To support the advantage of the logistics hub, NEDA and TICA stated the following:

NEDA as an executing agency confirmed that it is now possible to drive from Southern China to Thailand's deep South and from Myanmar across the mainland all the way to Vietnam. Railway development is substantially behind road linkages but this means there is a vast space for rail expansion. (Government officer F, personal communication, August 6, 2014)

It is time for Thailand to transform from the recipient country to a donor country. For this reason that Thailand has an immediate advantage as a more developed economy and could serve as a bridge for further development and integration of these economies in the regional and global context. (Government officer H, personal communication, August 7, 2014)

Undoubtedly, the Mekong mainland is up and coming. Its collective growth trajectory is likely to be up and up for at least the decade ahead and Thailand is the nexus of it. (Government officer I, personal communication, November 16, 2014)

Local administration A stated the following:

Over the past two decades, extensive road construction has enabled infrastructural corridors from north to south and east to west to connect, broaden and tighten cross-border trade and investment flows among CLMV.

4.1.2 Trade and Investment

The evidence shows that border trade between Thailand and its neighbors has been increasing dramatically. Table 4.1 show the impressive growth of border trade from a total of less than 285.92 Billion Baht in 2003 to 922.18 Billion Baht in 2012. In alignment with the studies from ADB, "Trade is an essential driver of growth and infrastructure is a necessity for trade, infrastructure development has a key role to play in economic development" (ADB, 2008b).

Table 4.1 Share and Growth of Thailand's Four Neighboring Countries (Cambodia, Lao PDR, Malaysia and Myanmar) (Billion Baht)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Thailand total trade (world) (B billion)	6,466.6	7,755.7	9,185.0	9,811.0	10,106.5	11,797.0	9,795.0	12,016.1	13,690.6	14,895.4
Total border trade 4 (B billion)	285.92	377.46	441.61	532.33	551.80	708.38	633.80	770.11	890.67	910.50
Total border trade 4 + Viet Nam (B billion)	285.92	377.46	441.61	532.33	551.80	708.38	636.88	775.77	898.55	922.18
% border 4/total trade	4.42	4.87	4.81	5.43	5.46	6.00	6.47	6.41	6.51	6.11
% border 4 + Viet Nam/total trade	4.42	4.87	4.81	5.43	5.46	6.00	6.50	6.46	6.56	6.19
% change total trade	...	19.94	18.43	6.82	3.01	16.73	-16.97	22.68	13.93	8.80
% change border 4	...	32.02	17.00	20.54	3.66	28.38	-10.53	21.51	15.65	2.23
% change border 4 + Viet Nam	...	32.02	17.00	20.54	3.66	28.38	-10.09	21.81	15.83	2.63
Growth rate total trade (%)	100	119.94	142.04	151.72	156.29	182.43	151.47	185.82	211.71	230.35
Growth rate border 4 (%)	100	132.02	154.45	186.18	192.99	247.75	221.67	269.35	311.51	318.45
Growth rate border 4 + Viet Nam (%)	100	132.02	154.45	186.18	192.99	247.75	222.75	271.32	314.27	322.53

Source: Ministry of Finance, 2014.

Thailand's share of border trade in the total trade of the four countries, Cambodia, Lao PDR, Malaysia, and Myanmar, was 65.9%, 88.3%, 65%, and 85.4% respectively (Figure 4.3). The export and import trade pattern with Cambodia and Lao PDR was similar to the pattern with Myanmar, as they have come out from their economic isolation, seeking future economic development.

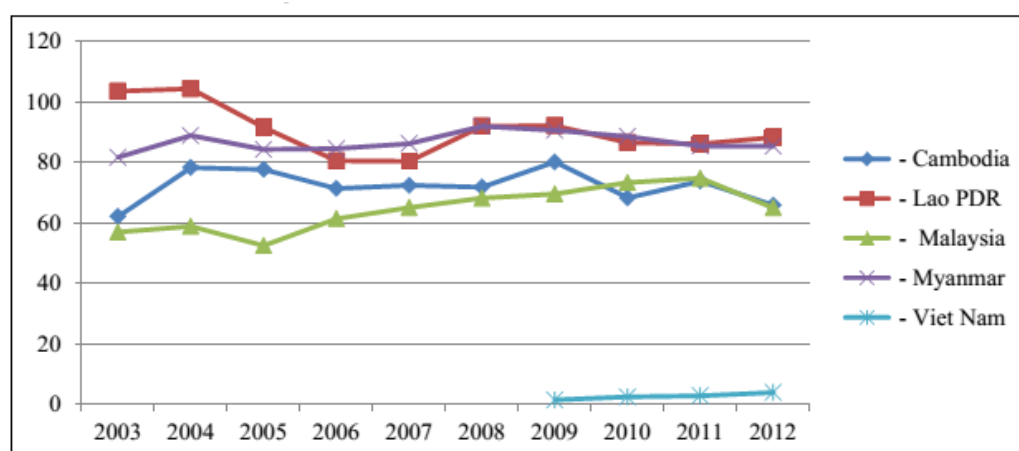


Figure 4.3 Share of Border to Total Trade

Source: Ministry of Finance, 2014.

In addition, Thailand always has an advantage in terms of trade balance with its four neighboring countries. The export and import figures show that the border export portion was 7.86% whereas the border import portion is 4.12% (Figure 4.4)

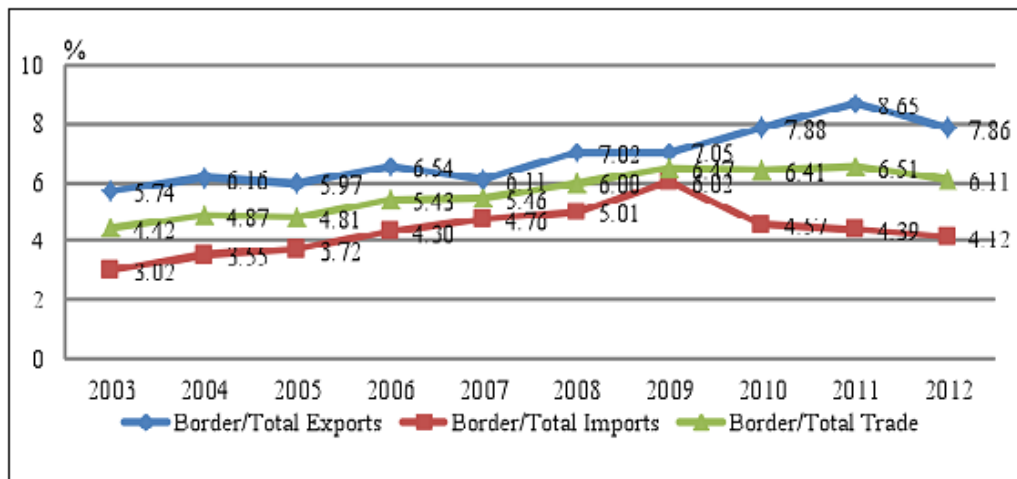


Figure 4.4 Share of Border to Total Trade, Exports and Imports

Source: Ministry of Finance, 2014.

The increase in border/total exports was not only shared with Thailand's immediate border countries but also with the PRC and Vietnam. As of 2012, the value of exports to the PRC and Vietnam increased rapidly, with the exports to the PRC and Vietnam valued at 25,000 Million Baht and 10,000 Million Baht respectively (Figure 4.4). This suggests that the development of economic corridors, trade facilitation, and logistic engagements of Thailand with Lao PDR, the People's Republic of China (PRC), and Vietnam, have contributed to the increasing export and import values of border trade.

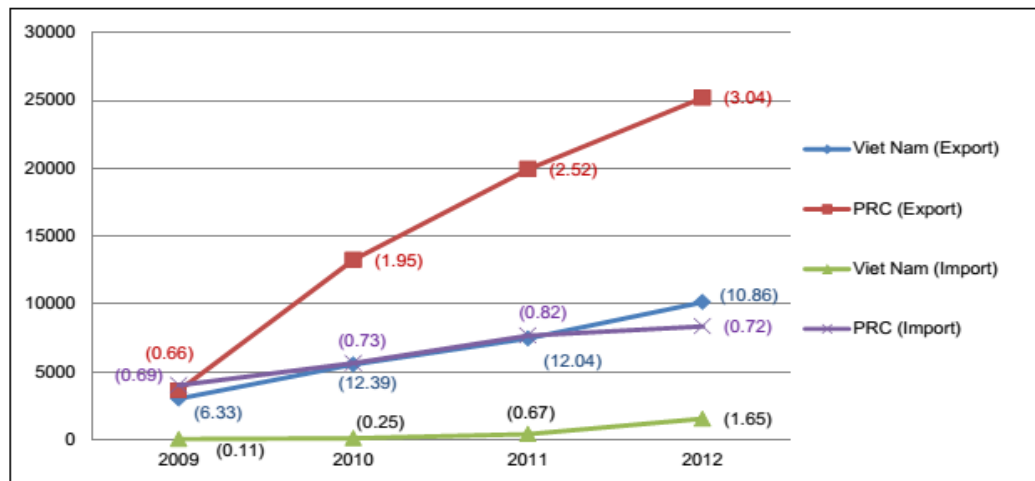


Figure 4.5 Export and Import Values of Border Trade to the PRC and Vietnam

Source: Ministry of Finance, 2014.

In alignment with the ideas of Walker (2015), table 4.2 shows the growth in Thai exports with some of its main markets and its near neighbors. As mentioned above, Asian exports have not grown since 2011. Total exports in Thailand last expanded in 2012, by just 3% YoY. However, the growth in exports to Cambodia, Laos, Myanmar, and Vietnam remains robust, albeit starting from a low base. These countries are on course to replace the U.S. and China as Thailand's most important export market within the next 2-3 years. Their potential for further growth is huge, especially as cross-border export facilitation improves.

Table 4.2 THAI Exports by Country/Region-the Growth is all Around

(Million Baht)

Thailand exports						
by country, % YoY	2010	2011	2012	2013	2014	1H2015
US	21.3	7.8	4.6	0.7	4.1	4.1
China	33.2	22.2	2.4	1.4	-7.9	-7.0
Euro Area	19.7	12.0	-9.8	3.4	4.7	-6.2
Cambodia, Myanmar, Laos & Vietnam	31.2	24.0	10.5	11.8	8.9	8.0
Total exports	26.9	15.0	3.0	-0.2	-0.5	-4.8

Source: Walker, 2015.

Walker (2015) also supported with his finding that real growth rates in excess of 6.5% are the norm in the countries peripheral to Thailand. The empirical evidence is that already new technology is making its presence felt. Lao PDR has 4G mobile technology and the others in Cambodia, Lao PDR, Myanmar and Vietnam (CLMV) are fast adapters of Internet and mobile technology techniques for the internal market and trade.

In an overview of the Gross Domestic Product (GDP), Franziska Ohnsorge showed that the GMS enjoyed rapid growth in 2014 and did well in 2015 and 2016 in contrast with the other emerging market areas, Brazil, Russia and South Africa. Even the misinformed consensus view that all emerging markets are in deep trouble is certainly not the case in the GMS (World Bank, 2016) (Table 4.3).

Table 4.3 Greater Mekong Subregion Summary-An OASIS of Robust Activity

Country	Population	Growth in US\$ nominal GDP in 2014	Growth in real GDP 2014	Growth GDP Forecast, 2015	Growth GDP Forecast, 2016
Cambodia	15.7	9.7	7.0*	7.0	7.2
Laos	6.9	5.2	7.5*	6.7	7.0
Myanmar	53.4	9.7	8.5*	8.3	8.2
Thailand	68.0	-3.7	0.9	2.7	3.8
Vietnam	94.3	9.0	6.0	6.5	6.6
Yunnan	46.9	9.2	n.a.	n.a.	n.a.
Guangxi	47.2	9.4	n.a.	n.a.	n.a.
Total	332.4				

Source: World Bank, 2016.

The financial assistance to CLMV through NEDA has become a big hope in terms of boosting trade and investment. The benefit is not only from Thai investment but also from the other countries' interest in investing in CLMV. Walker (2015) stated

clearly that at the logistical heart of the GMS sits Thailand, a relatively mature market economy. In his view, Thai companies, and the Thai stock market, will be the best way to play the future growth of the GMS. This agrees with what the central government stated in the following:

Thailand cannot avoid becoming the hub of mainland South East Asia. Companies and agencies from China, Japan and Korea are involved in a cavalry charge of investment to Mekong delta. This investment flow will result in much greater connectivity within the region, huge infrastructure spending projects and the creation of jobs and a domestic end-user market. (Government Officer E, personal communication, August 6, 2014)

Thailand's share of trade with mainland Southeast Asia has always been larger compared to the rest of ASEAN, which comprises around 10.6%. This reflects the appetite of Thai traders, particularly small and medium-sized enterprises (SMEs), with regard to new markets opening closer to home as a result of the ASEAN Free Trade Area (AFTA) and new open border access to all kinds of goods and services for trading among themselves. (Government Officer D, personal communication, August 6, 2014)

According to the World Bank (2016), Japanese companies already have links with special economic zones-from Phnom Penh to the Eastern Seaboard of Thailand. The newly-launched SEZ just outside Yangon in Myanmar is partly financed by Japanese money; nor should this be dismissed as unimportant because the area is generally poor (Table 4.4).

Table 4.4 Greater Mekong Subregion Per Capita GDP-Low but growing Fast

Country	GDP per capita (US\$, 2014)
Cambodia	1,090
LaoPDR	1,760
Myanmar	1,204
Thailand	5,519
Vietnam	2,052

Source: World Bank, 2016.

The GMS has attracted many investors. The Asian Development Bank (ADB) has certainly not written it off and neither has the Chinese government. The ADB is committed to investing US\$ 30 Billion in 90 projects in the next decade in its strategic framework. The organization has been active for the last 20 years in the GMS and is by far the region's largest aid and technical assistance supplier. However, as is the case elsewhere in Southeast Asia, it is now being joined by Chinese interests.

China has already financed a US\$8 billion rail link between Yunnan and Laos. A further US\$18 billion in rail infrastructure investment, through Thailand to the port at Laem Chabang, is planned. For most of the countries in the subregion there is little in the way of foreign direct investment data, but Figure 4 show just how robust the flows are into the two largest countries, Thailand and Vietnam. Somebody, somewhere is seeing the potential clearly.

In addition, the Myanmar government has allowed the private sector to arrange a border trade one-stop service, with a total of 5 companies (mostly a joint venture with the Chinese) receiving a concession for 30 years. The companies are Asia Wealth Ltd., Eden Construction Ltd., Ngwe Sin Construction Ltd., Shwe Nagar Min Construction Ltd., and Lah Construction Ltd. in cooperation with the government sector (Department of Commerce and Consumer Affairs, Customs Department, Department of Internal Revenue, Myanmar Economic Bank, Department of Immigration and Myanmar Police Force) to set up a Border Trade Online System or BTOS (NESDB's, 2014).

The Report Thailand 2014, leveraging its central position to drive trade and investment with neighboring countries, Cambodia, Laos, Myanmar and Vietnam (CLMV) in particular, will be a driving force for Thailand's economic prospects. Long dominated by trade with Malaysia, which accounted for roughly 60% of Thailand's border trade in 2013, cross-border trade is increasingly developing with northern neighbors. The value trade with CLMV doubled in five years up to 2012, with a consistent trade surplus, driven by rapid economic growth in neighboring countries and increasing cross-border investments. The government stated the following:

Thai authorities recognize the need to channel investment to the logistical infrastructure necessary to support growth. The stimulus of border trade to upcountry provinces has been highly significant, as it has generated above-average national growth and is a key driver in spreading economic development beyond traditional clusters in Thailand's central regions. (Government officer C, personal communication, August 5, 2014)

4.1.2.1 Rising Tide

Spurred by high single-digit growth in bordering economies and the economic liberalisation in Myanmar since 2011, Thailand's exports to CLMV rose from 3% of total exports in 2000 to 3.8% in 2007 and 7.8% in 2012 according to the Bank of Thailand (BOT) statistics, nearly matching the value of exports to Europe and set to overtake exports to the U.S. in the next three years (Oxford Business Group, 2014). Meanwhile, exports to the U.S. and EU fell from 21.3% to 9.9%, and from 15.8% to 8.5%, respectively, between 2000 and 2012, according to BOT data. Thailand's exports to CLMV are second only to China's (Oxford Business Group, 2014). "Regional trade should continue expanding in the run-up to the AEC, although this is unlikely to fully compensate for lacklustre growth in China, the U.S. and Europe" (Oxford Business Group, 2014). The combined GDP of the CLMV countries is only roughly half of Thailand's, although the emerging middle classes in the CLMV's population of 150 million have driven import demand.

4.1.2.2 Less Volatile

In contrast to other ASEAN economies, however, exports to CLMV have tended to be less volatile given the higher share of necessary goods such as fuel and consumer goods (Oxford Business Group, 2014). While many Thai exports to ASEAN 5 are intermediate goods used for products destined for re-export, the lion's share of exports to CLMV are destined for end-users and are thus less linked to global market demand. In alignment with government officer E, he stated that "while Thai exports to Western markets are correlated to ASEAN 5 exports, those to CLMV are not and provide much-needed diversification to offset slow growth in the West."

Exports to Cambodia are driven by food, cosmetics. and automotive exports (Oxford Business Group, 2014). Sales to the two smaller trading partners of

Myanmar and Laos have a higher share of essential items, with the former primarily importing oil and food products and the latter importing oil and computer and automotive parts. In aggregate the three largest Thai exports to CLMV from 2007 to 2011 were chemicals (37% of exports), mineral fuels (19%) and food (15%) (Oxford Business Group, 2014). Vietnam, Thailand's largest export market in CLMV, accounting for 3.06% of exports in 2013, witnessed 7.12% import growth to \$5.8bn in the first nine months of 2013 (Oxford Business Group, 2014).

The second-largest neighboring market, Cambodia, with 1.8% of exports, grew 9.12% y-o-y to \$3.4 Billion. Myanmar and Laos, accounting for 1.63% and 1.62% of exports, respectively, witnessed 21.3% and 3.5% y-o-y growth to \$3.07 Billion and \$3.06 Billion. While slower than the five-year average to 2011, 2013 marked the continuation of growth led by Myanmar: average annual growth in Thai exports from 2007 to 2011 was 26% for Myanmar, 18% for Laos, 17% for Cambodia and 16% for Vietnam. (Oxford Business Group, 2014).

Accelerating development in CLMV has played a role in driving trade, as have declining tariff levels as part of AFTA. Average annual growth in CLMV and Thailand combined rose from 6.5% in the 1990-2000 period to 7.2% (8.5% if excluding Thailand) over 2001-2012, according to Deutsche Bank. Meanwhile, urbanization in neighboring countries is driving demand for consumer goods, with Laos alone recording an urbanisation rate of 5% annually, according to Siam Commercial Bank. Increasing investments by Thailand-based corporations in these economies are also expanding production chains regionally, driving trade and establishing synergies between neighboring countries. Meanwhile, trade liberalisation under AFTA has seen average tariffs applied by CLMV countries drop from 7% in 2000 to 2.6% in 2010, with the levies on some 99% of all products at below 5%, according to the ASEAN Secretariat.

Trade is likely to be stimulated by further tariff reductions when the AEC forced. While tariffs will be reduced to 0% by the end of 2015, a "sensitive list" of items including certain food products like meat and beverages, and the automotive industry, including cars and motorcycles, key Thai exports to the region, benefits from a slightly longer timeframe. Tariffs on goods under this list will fall to the 0-5%, 2015 for Laos and Myanmar and 2017 for Cambodia. The Thai government is rolling

out key mechanisms to support expansion in trade. The Department for International Trade Promotion is supporting business fairs to link Thai exporters to firms in CLMV, while the Export-Import Bank has announced plans to expand insurance and credit for Thai exporters targeting neighboring markets.

4.1.2.3 Up-Country Growth

Despite persistent logistics bottlenecks, Thailand's border provinces have benefitted from higher trade (Oxford Business Group, 2014). The Industrial Estates Authority of Thailand has worked with local administrations and private investors to establish special economic zones in provinces such as Mae Sot, bordering Myanmar, to leverage this growth and attract migrant workers.

High growth in provinces close to foreign borders has pulled rising land prices in Chiang Rai. (Local people D, personal communication, August 6, 2014)

To promote and encourage the border trade, government and local administrations should coordinate in transferring knowledge development for local people. (Local people H, personal communication, August 7, 2014)

This area has been changed, in the past there was barbed wire with soldiers carrying gun. The area was full of beggars. There was no any building, no casino, no hotels, only shack with the roof sloping backwards and without supporting poles. (Local people J, personal communication, August 5, 2014)

I noticed that once border opened, Cambodian labors were running to Thailand's border, their destination was Rongkluea market searching for consumer goods whereas Thai merchandise was expecting for the tour bus. The gambler was busying with popping in-out the casino (Local people K, personal communication, August 5, 2014)

The government has committed to a number of special economic zones in the border areas. The first five zone, due to be completed in 2016, are Mae Sot/Tak, Sadao/Songkhla, Mukdahan, Aranyaprathet/Sa Kaeo and KhlongYai/Trat. The zone at Mae Sot, on the Burmese border, is the furthest advanced. (Government officer D, personal communication, August 6, 2014)

A further five zones are completed in 2017. These zones are intended to pull in workers from the neighboring countries without creating economic migrants headed for Thailand's existing industrial parks and the bright lights of Bangkok. Therefore, while the Thai government's plans to invest in much needed infrastructure are integral to supporting this trend, overcoming these challenges will also require concurrent investments by the CLMV countries themselves.

Two officers stated the following:

ASEAN connectivity depends not only on softer measures such as tariff reductions but also on more concerted investments in hard infrastructure. (Government officer B, personal communication, August 5, 2014)

Multinational companies have shown a keen interest in investing in these zone. As road and rail links improve, so too will their attraction especially for low-end, cheap-labor manufacturing. (Local administration B, personal communication, September 16, 2014)

To sum up, Thailand has advantages in terms of its central geographic location as a regional manufacturing hub for a broad array of goods and a relatively firm infrastructure base.

4.1.2.4 Reducing Logistics Cost and Delivery Time

The economic transport corridor development, together with the cross-border transport agreement's (CBTA) implementation in the Greater Mekong Subregion is important for trade and investment.

In table 4.5, it can be seen that the documentation preparation time and export/import delivery time are a large stumbling block, taking 50 days to export from Lao PDR and 37 days to export from Cambodia, whereas the average export time in the OECD is 10 days. This has affected economic development both in Thailand and the GMS. In addition, there is a significant gap in the logistics performance between Thailand and its neighbors. Table 4.6 shows that Thailand's LPI was ranked 35 whereas Lao PDR, Myanmar, and Cambodia LPI were ranked 118, 129, and 133 respectively.

Local administration C stated the following:

We got complaint from local people for the long procedure of custom process. As most of products are consumer goods, the delay caused the damage. (Local administration C, personal communication, September 23, 2014)

Table 4.5 Main Indicators for Trading Across Borders, GMS

Region or Economy	Documents for export (number)	Time for export (days)	Cost to export (US\$ per container)	Documents for import (number)	Time for import (days)	Cost to import (US\$ per container)
Cambodia	11	37	722	11	46	852
Lao PDR	9	50	1750	10	50	1930
Thailand	7	17	615	9	14	786
Viet Nam	6	24	669	8	23	881
PRC	7	21	390	6	24	430
Avg. OECD	5	10	905	5	10	986

Source: World Bank, 2008.

Table 4.6 Logistic Performance Index and its Components

Rank	Country	LPI	Customs	Infrastructure	International shipments	Logistics competence	Tracking & tracing	Timeliness
2	Singapore	4.09	4.02	4.22	3.86	4.12	4.15	4.23
27	PRC	3.49	3.16	3.54	3.31	3.49	3.55	3.91
29	Malaysia	3.44	3.11	3.5	3.5	3.34	3.32	3.86
35	Thailand	3.29	3.02	3.16	3.27	3.16	3.41	3.73
44	Philippines	3.14	2.67	2.57	3.4	2.95	3.29	3.83
53	Viet Nam	2.96	2.68	2.56	3.04	2.89	3.1	3.44
75	Indonesia	2.76	2.43	2.54	2.82	2.47	2.77	3.46
118	Lao PDR	2.46	2.17	1.95	2.7	2.14	2.45	3.23
129	Cambodia	2.37	2.28	2.12	2.19	2.29	2.5	2.84
133	Myanmar	2.33	1.94	1.92	2.37	2.01	2.36	3.29
	GMS5 Average	2.68	2.42	2.34	2.71	2.50	2.76	3.31
	ASEAN5 Average	3.36	3.06	3.21	3.40	3.22	3.38	3.85
	ASEAN Average	2.98	2.70	2.73	3.02	2.82	3.04	3.55

Source: World Bank, 2008.

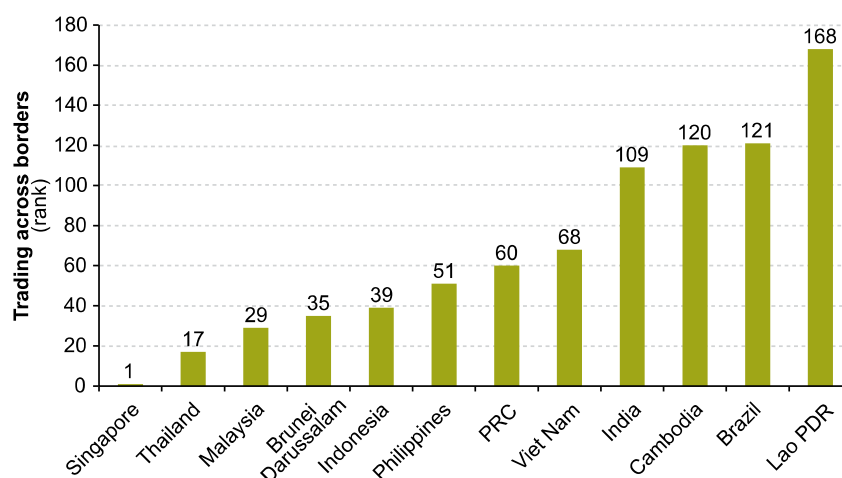


Figure 4.6 Trading Across Borders

Source: Kumar & Srivastava, 2012, pp. 12-36.

According to an R67 Project Evaluation report, the local people in Cambodia have had to spend 6-7 hours travelling from the border to Siemreap, and now they can spend only 1.5 hours. Local people I stated the following:

Not only Cambodian, local people in this area enjoy the new road, as R67 lead to Siem Reap, the more convenience transportation, the more tourist coming.

Local people K supported the idea that the reduction in delivery time allowed him to have a better profit.

I can sell more products as local people from Allongweng bought more products after the completion of the road construction.

Moreover, this project can enhance the road network in Lao PDR effectively, linking Road No. 13 and No. 4 and allowing people to travel from Thailand through Road No. 4 and No. 6 in Lao PDR to Hanoi, Vietnam more conveniently and in shorter time. (Local people C, personal communication, September 17, 2014)

Neighboring countries A supported the following:

We were much appreciated that new road can reduce travel times, however we worry about the maintenance plan as we do not have budget for maintenance in case the road were damaged.

According to the ADB, “while the GMS does not have the level of physical infrastructure that would be considered adequate for its desired level of economic activity, the results show that investing in soft aspects now still has substantial payback” (ADB, 2014). In the future, as a greater physical base is arranged in place, the region should be able to gain further benefits from market expansion and having a better trade facilitation system. In sum, the CBTA and transport corridor development have considerably improved transit times and trade service costs throughout the region.

Local people G stated that the chances for market expansion and foreign investment depend on improving road transport development and trade facilitation. Shepherd and Wilson (2008) showed that the Association of Southeast Asian Nations (ASEAN) countries benefit from trade facilitation improvement, specifically from transport infrastructure improvement and information technology, which affect operation timing such as document preparation and inland transport.

4.1.2.5 Advantage on Demographic Imperative

Thailand is already an ageing economy and is set to become much older by 2050, which it has in common with North Asia (China, Japan, Korea. and Taiwan) (Figure 4.7A and 4.7B). The demographic imperative is one of the potential driving forces for increasing competitive in investment.

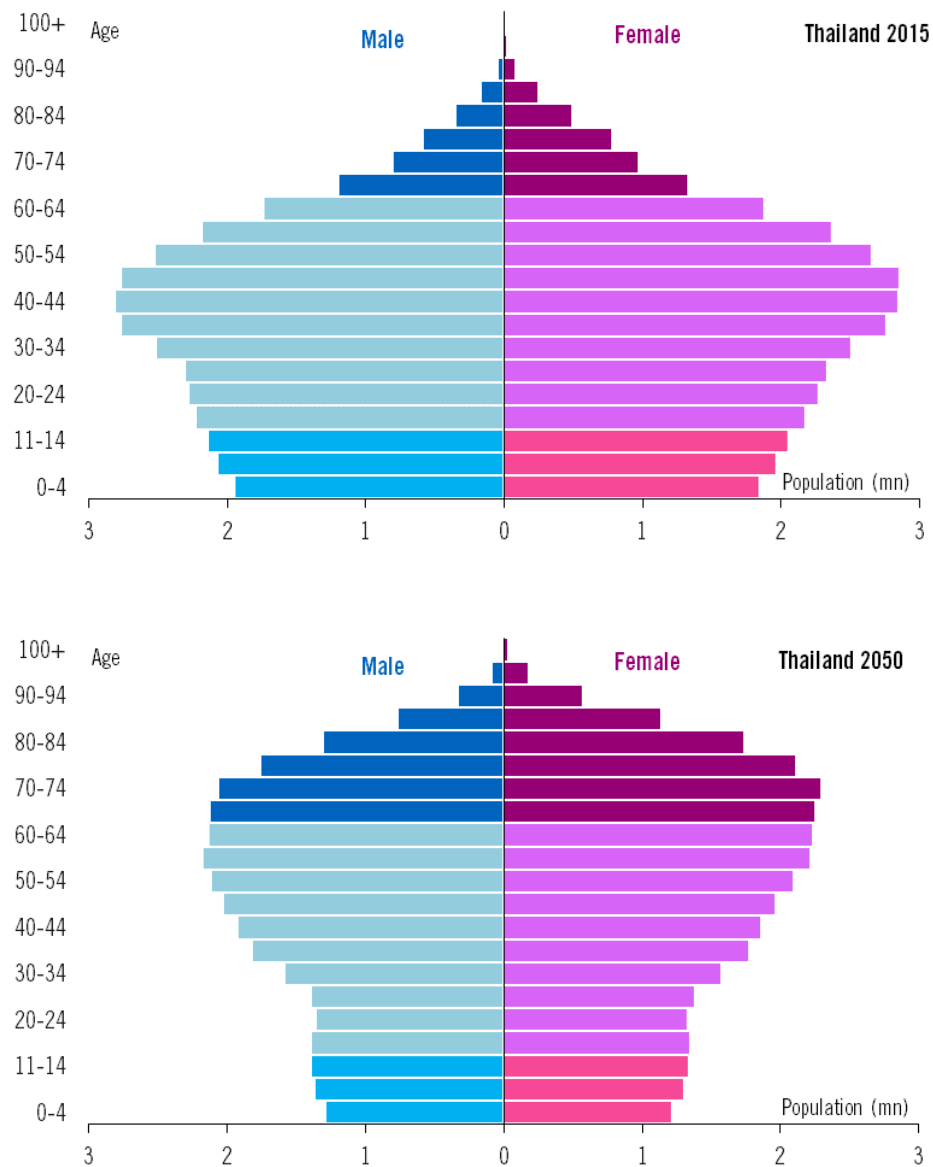


Figure 4.7 A and 4.7B Thailand's Demographic Profile-aging Society

Source: Walker, 2015.

Thailand and North Asia are all growing old quickly whereas the South and Southeast Asia population is youthful and growing fast. It therefore provides exactly what investors need, young, plentiful workers and a growing domestic market.

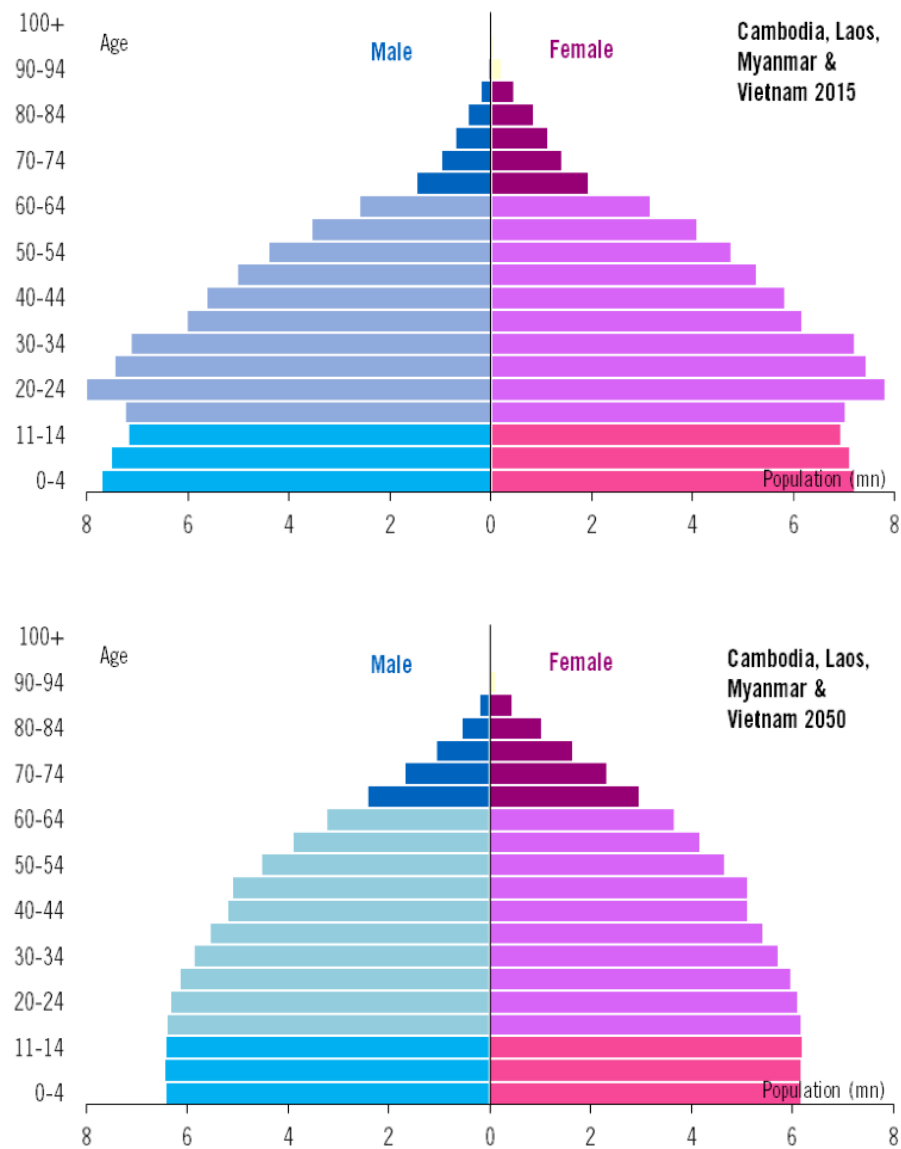


Figure 4.8 A and 4.8B CLMV Demographic Profile-Large and Youthful

Source: Walker, 2015.

By contrast, Figures 4.8A and 4.8B show that Thailand's neighbors are young and while set to mature over the next 35 years, will maintain an emerging market population profile into the distant future. CLMV is Thailand's natural hinterland and it has the market and population profile to suit. Thai companies are already investing in neighboring countries. In 2014, 173 Thai-listed companies announced investment offshore. Of those investments, 102 were in CLMV.

The attraction on worker draw attention from investors. What the interviewees said showed that the advantage on labor, as crucial factor for investment cost (Local people A).

4.1.3 Social Development

Regarding the Fifth Asian Development Forum in September 2014, it is important to consider environmental and social factors and to realize optimal sharing of responsibility and risks among the public and private sectors in the course of infrastructure development. On the other hand, this study found that there was no concrete evidence that showed that environmental and social factors were of concern.

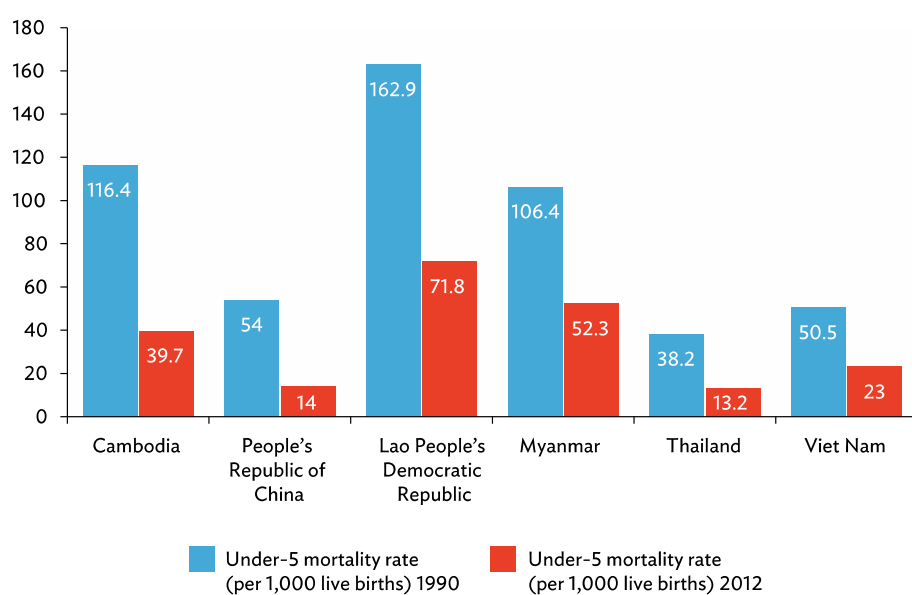
For example, the road construction project Anlong Veng-Siem Reap or R67, there was a significance impact on social development, even casino enlargements have created major contributions to the tourism sectors in Si Saket but it also resulted in increasing debt and crime for the local people in bordering areas.

Social development is part of the benefit from road construction. Thailand has benefited from social development in terms of reducing the amount of immigration and the number of laborers from neighboring countries. On the other hand, neighboring countries such as Lao PDR benefit from better opportunity to access healthcare. Neighboring countries C stated that it is more convenient to travel from village to hospital. Table 4.7 and figure 4.9 show that the rate of child mortality in 2012 reduced by almost 50 percent in Cambodia, Lao PDR, Myanmar, and Thailand. The road construction projects was increasing the opportunity to for local people for both Thailand and its neighbors to access to hospital.

Table 4.7 Reduction of Child Mortality

	Under-5 mortality rate (per 1,000 live births)		Infant mortality rate (per 1,000 live births)	
	Earliest	Latest	Earliest	Latest
Cambodia	116.4 (90)	39.7 (12)	85 (90)	33.9 (12)
People's Republic of China	54.0 (90)	14.0 (12)	42.2 (90)	12.1 (12)
Lao People's Democratic Republic	162.9 (90)	71.8 (12)	111.5 (90)	54 (12)
Myanmar	106.4 (90)	52.3 (12)	76.1 (90)	41.1 (12)
Thailand	38.2 (90)	13.2 (12)	31.1 (90)	11.4 (12)
Viet Nam	50.5 (90)	23.0 (12)	36.4 (90)	18.4 (12)

Source: ADB, 2014.

**Figure 4.9** Reduction of Child Mortality

Source: ADB, 2014.

Through various mechanisms, infrastructure development in road construction projects is an advantage to society by providing access to territory and reducing poverty for the poor. Subsequently, the road network forms and motivates positive

synergy and increases social solidity and integration by providing people with access to the same opportunities.

Further, Thailand and CLMV are so called geographically contiguous countries, which are increasingly linked along several transport corridors that provide unique opportunities for economic cooperation and integration in such sectors as agriculture, energy, transport, and tourism, which results in social development.

4.1.4 Tourism

The overall goal of tourism development and collaboration is to make tourism a sustainable contributor to economic development, to increase employment, increase income, and reduce poverty in the areas along the corridor while reducing social and environmental impacts.

Government officer F considered the advantage of tourism development after the completion of a road construction project as follows:

The completion of transport improvement will increase the awareness of the tourism prospective. Neighboring provinces in CLMV can coordinate the campaign of their particular areas as tourist destinations, focusing on ecotourism and cultural and heritage tourism.

This project will help promote the twin cities strategy between Nan Province and Luang Prabang District, as well as in line with the strategy of Thailand in extending transport linkages with its neighboring countries which will benefit the economy of both countries in terms of investment in industry, agriculture, tourism and service, and trade of consumer goods, fuels or products used in the agriculture and industrial sector. More trade and investment will increase the standard of living of the people of Lao PDR.

4.1.5 The Promotion of a Constructive Relationship between Thailand and Neighboring Countries

According to NESDB (2014) “initiatives proposed within the framework of the ongoing GMS cooperation program in tourism included 1) joint promotion, marketing, and product development; 2) facilitation of travel; 3) creation of tourism

infrastructure and related facilities; 4) development of private sector-driven, community-based tourism models; and 5) capacity building. Joint promotion, marketing, and development of tourist attractions in the SEC are important to raising the awareness of such attractions in potential niche markets” (NESDB, 2014). It was stated clearly in the national economic and social development plan 8th-11th that Thailand aims to foster partnerships among subregion countries through infrastructure development. In alignment with NEDA’s objectives to cooperate with the neighbors in their economic development and to strengthen economic cooperation with the neighboring countries in order to integrate economic development cooperation.

The policy to foster partnerships with the neighboring countries and the subregion in the Mekong basin was maintained and built on in the 8th National Economic and Social Development plan (1997-2002), whose 2 goals were set. First was to develop the subregion and border areas to strengthen the economy of towns and communities and to provide opportunities to the local people. Second was to give emphasis to areas under the Mekong Subregion cooperation program.

The particularly evident was in the 10th National Economic and Social Development plan (2007-2011). The strategy was to pursue sustainable economic development with benefits being distributed to all parties concerned. One crucial issue was the promotion of cooperation with countries in the GMS, ACMECS, IMT-GT, JDS and BIMSTEC by developing basic infrastructure through the revision of national and international regulations so as to facilitate cross-border trade, investment, and tourism, together with the monitoring and prevention of social and environmental impacts and human resource development.

In alignment with the Thailand International Development Cooperation Agency (TICA), the Ministry of Foreign Affairs has framed strategies covering the targets for 2007-2011 for Thailand’s international development cooperation as follows:

- 1) To strengthen cordial relationships and mutual trusts among neighboring countries towards Thailand
- 2) To promote development cooperation that leads to expansion in trade and investment of Thailand and partner countries
- 3) To promote the economic, social, and technical development of

Thailand and partner countries at bilateral, sub-regional, and regional levels

4) To promote cooperation and exchanges at the people's level, which will lead to international understanding

There are seven major areas in which Thailand is ready to cooperate, such as 1) agricultural and rural development; 2) development under the philosophy of sufficiency economy; 3) improvement in health services; 4) promotion of the community economy; 5) development of natural resources; 6) environment and energy; and 7) tourism promotion and human resources development.

Table 4.8 The Need to Provide Assistance to Neighboring Countries

Factors	Central Govt.	Local Govt.	Local People
1. Strengthen infrastructure and connectivity (Subregional Logistic Hub)	x	x	-
2. Promote and facilitate trade and investment	x	x	x
3. Subregional prosperity (Social development) Reduce disparities between Thailand and its neighbors	x	-	-
4. Promote Tourism	x	x	x
5. Promote constructive relationship between Thailand and neighboring countries	x	-	-

4.2 Exploring the Various Definitions of NEDA Project Success

This section highlights the descriptive facts on the definition of project success from the perspective of different stakeholders comprised of government, local administrations and local people.

Markus and Tanis (2000) and Harwood (2003) have stated that success means different things depending on who defines it. The following section is the results from exploring the definition of project success through three groups of different stakeholders from the three selected completed projects, which were the National Road No. 67 Construction Project (R67 Project) Anlong Veng-Siem Reap, the road construction project from Chiang Rai Province-Kunming, through Lao PDR (R3 Project), and the Mae Sod/Myawaddy-Thingannyyinaung/Dawna Range Road Connection Project (Myawaddy-Tanowsri Project)

4.2.1 Definition of NEDA Project Success from the Government's Perspective

The definition of NEDA project success from the perspective of the government officers was grouped into three themes: fostering partnerships with neighboring countries, improving quality of life (subregion prosperity), and enhancing economic development.

4.2.1.1 Fostering Partnerships and Strengthening Relationships with Neighboring Countries

According to National Economic and Social Development plan 8th-11th, it was stated clearly in the previous section that Thailand aims to foster partnerships among the Subregion countries through infrastructure development. The result from semi-structured interview reconfirmed that it is very necessary to foster partnerships and strengthen relationships with neighboring countries. Government officers stated the following:

Due to Thailand, at present, has presented the role to be jointed partner for region and sub-regional development through the diplomatic policy called “Forward Engagement” by focusing on socio-economic development of the

region based on self-help cooperation and also building the strength from diversity based on socio-economic partner. (Government officer A, personal communication, August 5, 2014)

It is the opportunity for cooperation development with the GMS countries in order to gain advantage for country development especially for the area which Thailand has provided the assistance for road construction such as R3. Apart from growing trade and investment between Thailand, China and Lao PDR, the R3 Route will promote constructive relationships between Thailand and Lao PDR. (Government officer I, personal communication, November 16, 2014)

It is an eternal truth that no man is an island and this applies to nations as much as to individuals. Because nations depend on one another, Thailand has embraced partnership with its neighbors as it pursues sustainable economic development. (Government officer B, personal communication, August 5, 2014)

In terms of policy implementation, Varakorn Samakoses stated clearly that NEDA is an arm of the Thai government for fostering relationships with neighboring countries, focused on mutual and sustainable benefit while international relationships are strengthened.

NEDA missions have been focused on the support of the upcoming advent of AEC in 2015, wherein Thailand will play an important role in linking transport networks in this region, whether by air or via land routes. To this end, NEDA is engaged in enhancing the full connectivity of the necessary infrastructure based on mutual and sustainable benefit. (Varakorn Samakoses, 2013, p. 3)

NEDA has been assigned to promote relationships and enhance the collaboration between Thailand and its neighboring countries in a friend-to-friend manner.

First, you have to understand that the inception of the establishment of NEDA was aimed at setting up an organization to forge productive cooperation in the region.

It is the roles of the agency, along with an outline of our aspirations for strengthened friendship between Thailand and our international friends who share border with us. (Government officer F, personal communication, August 6, 2014)

Apart from growing trade and investment between Thailand, China and Lao PDR, the R3 Route will promote constructive relationships between Thailand and Lao PDR. (Government officer D, personal communication, August 6, 2014)

NEDA functions in adherence to the policy of the government to promote relationships and cooperation with the neighbouring countries, with respect to economic and social development at the subregional and regional level. (Government officer C, personal communication, August 5, 2014)

Develop relations with neighboring countries in every dimension and at all level to cultivate good understanding and mutual respect in order to promote stability, security and prosperity in the region through the promotion of cooperation in all areas under various sub-regional frameworks as well as expeditiously resolving issues with neighboring countries through peaceful means based on relevant treaties and laws. (Government officer E, personal communication, August 6, 2014)

Strengthen cooperation and strategic partnership with countries that play important roles in global affairs as well as Thailand's trading partners in other regions to maintain and expand cooperation in the areas of politics, security, economics, trade, finance, investment and tourism, while seeking for new markets to increase cooperation on raw materials, resources, new technology and knowledge. (Government officer I, personal communication, November 16, 2014)

Government officer A provided an example of mutual benefit through the road construction from Chiang Rai-Kunming via the Lao PDR (R3) road

improvement project (Houixay-Ban Sod Section) 84.77 km. This project promotes transportation to China and improves the connectivity of the North-South economic corridor under the GMS program.

Apart from growing trade and investment between Thailand, China and Lao PDR, the R3 Route will promote constructive relationships between Thailand and Lao PDR. Via this route, Lao authorities will be able to access the northern part of the country where a number of minorities reside, enabling better service provision by important central agencies.

In addition, R3 Road construction is consistent with the Lao PDR's National Economic and Social Development guidelines, which aim to develop land-links between Lao PDR and other countries in the region, such as from Vientiane-across Mekong River-Bangkok-Hat Yai-Singapore-Malaysia. (Government officer A, personal communication, August 5, 2014)

Another key benefit is for the people of the Lao PDR to afford greater accessibility to travel, which will initiate new investments in businesses such as ferries to further promote border trade. Tourism will also grow, especially for Chinese travelers, who will easily be able to reach Thailand by land routes via Chiang Mai.

Government officer A added a point on the promotion of good relations between Thailand and Lao PDR as follows:

Most of the countries in this region have history and political form different from Thailand so that the interrelationship between Thailand and the countries such as Lao PDR, China and Vietnam is separated into different levels, such as government to government level and people to people level and relate to various issues, for example the communication and the agreement between governments or political parties such as Lao People's Revolutionary Party and Communist Party of Vietnam. The relationship at local level is such as the agreement between a town and a province. Inclusively, there is the relationship at people to people level as well.

The relationship between Thailand and Lao has been very good at both government and people levels, especially the assistance provided for the construction of R3 route through the support on infrastructure building that renders benefit to Lao (PDR) at every level, from the national level to town or community levels. In addition, the assistance has built up stable relationships between Thailand and Lao because it supports the 6th Socio-economic Development Plan of Lao and the policy to change the country from the country without sea exits to be a land-linked country. R3, therefore, is not just a transport corridor but is an economic corridor that not only activates economic development expansion but also stimulates poverty reduction according to the Lao PDR's strategy plan. It is considerable that the assistance is based on the benefits of the receiver.

To sum up, the interviews in which the key informants from the government shared their views on NEDA's project success represented a direction to move forward to develop economic corridors between Thailand and other countries within the region with an emphasis on fostering friendship among the countries.

4.2.1.2 Improving Quality of Life (subregion prosperity)

The Greater Mekong Subregion has rapidly developed. Therefore, education and training systems in the GMS countries are under increasing pressure to deliver the human resources needed to maintain sustained growth; health structures are struggling to meet increasing demands for healthcare in terms of increasing income disparity, and increasing cross-border labor migration.

Furthermore, the government considers improving quality of life as one of the definitions of project success. The completed projects with a negative impact on social development lead to social problems in the end. According to an interview, the Director of Technical Assistance Bureau shared her idea on subregion prosperity by emphasis on cross-border diseases as follows:

The cross-border transmission of communicable diseases (some emerging, some existing) and human and drug trafficking are increasing concerns in the subregion. There is also growing concern about the social and health impact of rapid growth and subregional integration in border areas, many of which are inhabited predominantly by highly vulnerable ethnic groups. We can not

solve one problem by increase another problem on another side. (Government officer D, personal communication, August 6, 2014)

Thailand has provided financial assistance to Cambodia, Lao PDR, and Myanmar for infrastructure development in order to reduce social and economic disparities between Thailand and its neighboring countries. The gap on infrastructure development affects the logistic performance and competency of the countries, which has significant impacts on the subregion's security and prosperity.

In addition, the expanding of infrastructure services that connect Thailand to its neighbor comprehensively, is especially by providing extensive road construction along economic corridors to upgrade the people's quality of life.

Government officer C considered that the disparities lead to increasing immigration from neighboring countries to Thailand, and this has a negative impact on social and economic development.

NEDA projects would become successful if the Thai and neighbors's government agreed to enhance greater connectivity infrastructure for the assistance target recipients, especially to improve basic utilities and the quality of life for rural people. (Government officer C, personal communication, August 5, 2014)

The urgent issue that need to be reformed are labor migration procedures for both skilled and unskilled labors and standardize in GMS vocational and technical training. Better quality of life for both Thailand and its neighbors is considered sustainable success (Government officer F, personal communication, August 6, 2014)

From the perspective of the risk of spreading infectious diseases, cross-border labor migration may cause infection transfer from country to country such as the increase of HIV/AIDS and tuberculosis. This issue is intensified by the fact that the GMS is differentiated in terms of the prevalence of communicable diseases. Further, migrants have difficulties accessing education and health services while living in another country and this leads to inadequate systematic information on public health.

By asking the people in the R3 project and the people that have used R3, the Lao PDR people mentioned that they have received high benefit from the R3 in terms of being able to travel to get medical treatment more conveniently and faster. They can obtain minor treatment in Huaisai for less serious cases and to Chiang Rai in the case of serious sickness or serious injuries. This helps to decrease the number of deaths and has enabled better health for the people in the project area.

4.2.1.3 Enhancing Economic Development

The definition of project success in the economic dimension was raised by the implemented agency. In this study, the direct frontline implementers of subregion policy regarding infrastructure development were NEDA officers. The interviews with eight NEDA officers revealed that they focused the success on increasing border trade and investment.

Government officer B stated that the constructing and improvement of the R3 road will facilitate and improve the ground transportation between Thailand, Lao (PDR), and China. It will also affect the reduction of transportation and maintenance costs, and will be helpful in promoting regional trade, investment, and tourism.

In alignment with Forster Relationship with neighbouring countries in order to achieve sustainable economic development, it is an eternal truth that no man is an island and this applies to nations as much as to individuals. Because nations depend on one another, Thailand has embraced partnerships with its neighbors as it pursues sustainable economic development. (Varakorn Samakoses, 2013).

Government officer A also defined NEDA project success as the increase of border people and business enterprises that can access infrastructure and services, and the increase of border trade and subregion economic development.

The multimodal transport networks are key for success. We have to develop the infrastructure system and link it together, from rural to rural, from rural to urban and from urban to regional. This will increase the opportunities to everyone.

Government officer G confirmed that maximized transportation is made possible through use of intermodal facilities in order to reduce obstacles. She pointed out that the promotion of economic and social development in the subregion can increase access to schools and hospitals for rural people both in Thailand and its neighbors.

Thailand's government tool is aid agenda or providing assistance to neighboring countries in order to enhance economic development.

This is a consequence from the emerging of aid agenda in the 1990s and early 2000s which has spread its effects globally. As an execute agency, all project is much importance to the development of the subregional and its rural areas. We has laid down guidelines for developing a regional hub that will function as economic and major employment generation bases to cater to economic growth and activities in the central areas of the subregion, together with a framework for forging linkages with the neighboring countries. (Government officer H, personal communication, August 7, 2014)

Government officer B stated that the challenge for NEDA is the potential to function as an economic development partner in the GMS in order to create sustainable growth. He defined NEDA project success as intensive logistics across the region

Thailand should set up the strategy to be ready for internal development in order to extend all the policy pushing up in various forums. This is especially for the local area development strategy in order to motivate all the private investor both internal and external regions by having the new finance resources for investment to maximize utilization compared with other finance resources due to the lower operation cost and opportunities to access the bigger market in the subregion.

4.2.2 Definition of NEDA Project Success from the Local Administrations Perspective

The definitions of NEDA project success from the perspective of local administrations were grouped into two themes: increasing border trade and increasing traffic volume.

4.2.2.1 Increasing Border Trade

The interviews with six local administration officers who were working in areas related to financial assistance projects defined success as increasing border trade. Local administration B considered project success not only in one province but also in the cluster area. R3 road construction, and the benefit from this projects will be limited if focus is only on border trade at Chiang Khong: “I consider benefit as a whole cluster (Northern area) this included Payao, Nan and Prae. The gathering of four provinces would drive benefit for all.”

Whereas the concerned issue was on economic development in some project areas such as R67, local administration C worried about the rapidly growth of the casino business in border area R67 (Sa-ngam-Anlongveng) Cambodia, as this has had a significant impact on social development: “we found the increasing number of criminal in border area caused from most of Thais often visited casino whereas Cambodian access to Thailand for buying daily used products.” Local administration D supported the idea that the negative outcomes such as an increase in the crime rate and an increase in family debt should be considered as an indicator of project success as its influence directly or indirectly on local residents in this area.

In terms of the advantage for border trade, local administration E considered Myanmar as a large market with a dense population of around 56 million people. The country borders China, India, Bangladesh, Lao People's Democratic Republic, and Thailand. Since Myanmar is located among the ASEAN and South Asian countries, it has the advantage of trading, exporting, importing, and transiting goods across its border to various countries. Moreover, it has plentiful natural resources, making Myanmar a good industrial production base. Myanmar's economy was expected to expand by 7.8% in 2016-2017. In 2016 (January to October), Myanmar was the 16th largest export market of Thailand (the 7th in ASEAN countries). Thailand's exportations to Myanmar were worth around 3.439 Billion USD, with a decrease of 0.10% year-on-year.

Local administration F also provided supporting document that confirmed that during 2015-2016, Myanmar was ranked 131st out of 140 countries and 10th among ASEAN countries on the Global Competitive Index by the World Economic Forum, with the score of 3.3 out of 7. Its GCI tended to be higher when

compared with that of 2014-2015 (ranked 134th out of 144 countries) and 2013-2014 (ranked 139th out of 148 countries). However, it ranked 134th for infrastructure, with the score of 2.1 out of 7. This reflected that Myanmar's infrastructure still needed further development.

At present, jewelry (gem and ruby) and seafood trading base has been moved from Maesod to Rui Lee checkpoint of China due to more facilitators. The government sector should give more support to increase competitive ability. For example they should urgently set up Mae Sod special economic estate. (Local administration F, personal communication, September 30, 2014)

4.2.2.2 Increasing Volume of Traffic and Number of Tourists

The interviews with the six local administrations officers who were working in areas related to financial assistance projects defined success as an increasing volume of traffic and number of tourists. However, all of them required development in soft infrastructure such as the skills and capacity among personnel implementing the CBTA (Cross Border Trade Agreement) and trade facilitation along with development of hard infrastructure, which would contribute to the complete success.

Local administrations A defined NEDA project success as an increased volume of traffic at the main border check points.

Given the often-substantial sums involved transport accounts for between 10-20% of national budgets infrastructure projects in developing countries. Infrastructure is a sector prone to irregularities since it is an 'idiosyncratic' form of capital that is difficult to standardize and benchmark across disparate locations and a 'network' activity with several points of government involvement.

Local administration B added a point on tourism—that according to the data collected by surveying the opinions of people living within the R3 project and the people that used R3 route, 80% said that the construction and improvement of R3 route resulted in tourism increase because of more convenient and faster transportation. The said tourists included Thai people and foreigners. Most of the major travelling destinations were the natural resources in Kwaeng Luang Nam Tha.

However they still require more development and public relations to make them well known and to encourage more tourists to visit.

The improvement of the R3 route has had an effect on tourism plans and development, especially the development of eco-tourism resources such as the Nam Ha National Protected Area in Kwaeng Nam Tha, which is located within the project area and is one of the successful eco-tourism projects with around 2,000 visitors each year. That has delivered a direct and indirect benefit to the local people and has created more jobs for the people in remote areas. This project also preserves the agricultural method, included cutting, clearing and burning operation and preserves the minority traditions. In 2001, the project was awarded by the UNDP and by British Airways in 2002. In addition, this project has been a model for other kwaengs and they have applied the concept of this project to the development their areas.

Although Kawaeng Bor Ket is a market for back-pack tourists, it is not their destination. These tourists like to start their trip at Huai Sai by travelling by boat in the Khong River from Siang Kok to Nam Tha or to Luang Pra Bang, a world heritage site, via Pak Bang, Kwaeng Udom Sai. The improvement of the R3 route has given them another option for travelling and they can visit the village near Huai Sai to see silk production and weaving. The number of guesthouses and restaurants Huai Sai have therefore increased.

The improvement of the road has influenced more tourists to visit the northern part of the Lao PDR with major natural and cultural locations and that has created more income and better chances for the households in the area. In addition, the added tourism value has encouraged tourists, especially from Yunnan province, China, to travel to Lao PDR since more tourism projects supported by China and Thailand are available in those areas.

Local administrations C, D defined NEDA project success as an increased number of tourist arrivals at border check points and increased access to major tourist destinations in the GMS.

We aim to promote tourist destinations through improving roads. Tourists frequently access destinations via roads, it is very importance to ensure the ensuring connectivity between a gateway and a tourist destination.

Anlong Veng was actually not a destination or a landmark for touring purposes and the roads leading to Anlong Veng were mostly of red earth and in rough condition. Therefore, there were not many tourism economic activities. For Siem Reap, even though it has an agricultural base structure, the people there receive income mainly from tourism because several resources are located there, such as Angkor Wat, Ban Tai Sri, etc. In addition, the area is within the Emerald Economy Cooperation Project.

After highway no. 67 was constructed, Anlong Veng became a part of the tourism network. For example, the south of the city connects with Siem Reap, the west connects with Ta Piang Prasat District with a way leading to Angkor Wat. However, the road is red earth. For Siem Reap, the overall economic structure is agriculture based, but many people there have become involved in the tourism business as Siem Reap is a main tourism resource for Cambodia.

For Thailand, the improvement of highway no. 67 has caused tourism development in Sri Saket, Surin, and Buriram. This is clearly noticeable from the growth of Thailand's tourism business and the establishment of all-in-one trips: Bangkok-Buriram-Surin-Srisaket-Prasat Preah Vihear-Siem Reap-Poi Pet.

However, it was evident that tourism government agencies and infrastructure agencies do not all cooperate well, and the problems arising from the inertia from pursuing disparate objectives are difficult to arrest. The interviews revealed how local administrations and local people in the border area (Chiang Khong, Khu Khan, Mae Sot) are trying to overcome obstacles to beneficial collaboration linking tourism with road infrastructure.

Local administrations E, F defined NEDA project success as the increased volume of traffic at the main border check points and entry to main tourist attractions, and developed marketing sustainable skills and developed community-based tourism projects. The Mae Sod-Myawadee-Thingannyinaung/Dawna Range Road Construction Project is one of the East West Highway Projects under the

economic cooperation in the Greater Mekong Subregion that link the Lao PDR, Thailand, and Myanmar and it is in accordance with the policy for urgent development of domestic infrastructure to support the economic development and foreign investment, as well as cooperation between neighboring countries having adjacent borders, such as China, Lao PDR and Thailand, to support the growth of the agricultural and servicing sector (tourism).

However, the negative impact on tourism was revealed from the R 67 road construction projects; local administration C pointed out the effect of the casino which was opposed to the Thai socio-historical context.

I particularly think that casino is not align with the country's ethnic and cultural heritages, the label meanings or viewpoints toward the casino gambling is not acceptable in Thailand and against the law, we know but we can do nothing. (Local administration C, personal communication, September 23, 2014)

To sum up, local administration perception of tourism is a great opportunity for the communities except for the casino, which was considered a crucial issue of concern as sustainable development minimizes negative impacts.

4.2.3 Definition of NEDA Project Success from the Local People's Perspective

This study divided local people into two dimensions: local people that are living in the border area and the representative from The Thai chamber of commerce, who was most certainly involved in the GMS. Interviews were conducted with twenty-two local people from three difference project areas that lived in the area for more than five years. (Eight local people from amphoe Chiang Khong (Chiang Rai), six local people from amphoe Khu Khan (Si Saket), and eight local people from amphoe Mae Sot (Tak)) Local people defined NEDA's project success completely in terms of road construction and facilitating border trade and investment.

4.2.3.1 Success in Terms of Road Construction

All of the local people defined project success as completely constructing a road that will facilitate the transportation of goods and people in the communities at a low cost and with faster travel time.

I am now can travel from Siam Reap to AnnongVeng with in 1.45 hours, in the pass it has been at least 6 hours. (Local people H, personnal commucation, September 24, 2014)

I considered free and faster crossborder movement of goods and vehicles are project success, my husband enjoy new routing for biking, we can use bicycle travel from our home to border. The wider lane ensure safety. (Local people I, personnal commucation, October 1, 2014)

Most of the local people defined NEDA project success as the percentage of road upgrades and road construction.

I wish we will have more paved road, it much more convenience for us. There were also many tourist visited our restaurant, a better road leading to a better income (Local people L, personnal commucation, October 1, 2014)

I now had paved road with easy access to urban area, no dust, our son as teenagers always ashamed to wear white shirt but having red spot dust on it. (Local people M, personnal commucation, October 1, 2014)

It must be remembered however that route R3 can bring advantages for the economy, our life-styles, and even the civilization. Beside it is more convenience to travel from village to hospital. (Local people B, personnal commucation, September 17, 2014)

Consider that it now takes only 2 hours to travel from Siam Reap to Annong Veng by R67, whereas previously it took nearer 6 hours. R67 have transformed journey times. (Local people J, personnal commucation, September 25, 2014)

Would the economy of our village be the same without a good quality road and trunk road network. (Local people F, personal communication, September 18, 2014)

It has contributed to remove barriers and led to an overall better standard of living. (Local people E, personal communication, September 17, 2014)

To sum up, the local people considered the success at the output level, and the output of the project was a completed road construction according to the goal to improve and construct route links from the border of Thailand to neighboring countries.

4.2.3.2 Facilitating Border Trade and Investment

All of the local people defined the project's success in terms of increasing border trade volume and investment.

Local people A defined NEDA project success as facilitating trade along the sub-corridor and promoting investment in border economic zones.

Cross-border and domestic transport infrastructure together can reduce trade costs and lead directly to increased trade and investment.

Reduced trade costs can also indirectly induce increased foreign direct investment (FDI) mainly through intra-firm vertical integration across borders that exploits the comparative advantages of each location, and in turn, such increases in FDI can further increase regional trade, adding to the direct effect of trade expansion. (Local people A, personal communication, November 10, 2014)

A representative from the chamber of commerce has further explained that the improvement of R3 that runs through Lao (PDR) provides a perfect transportation network to the subregion and replaces the R3 route via Myanmar (R3B), which due to Myanmar internal problems, the transportation of goods from Thailand to China via Myanmar is not possible. After the R3 via Lao (PDR) is completed, the trade of consumer products, industrial products, and natural products

between Thai and Lao (PDR) will be better. R3 also encourages more tourists to travel between the mentioned 3 countries and subsequently affects the economic growth of the subregion.

At the moment, the trading at Chiang Kong checkpoint, the border of Thailand and Lao (PDR), is really booming. The products required by Lao people from Thailand the most are consumer products, fuel and construction materials while Thailand mostly imports lignite coal and lumber from Lao (PDR). China also uses R3 to deliver many kinds of good to Thailand via Lao (PDR). Main products are such as vegetables and flowers. China imports high quantity of rubber and vegetable oil from Thailand right now but in the near future the import of rubber may be less as China has rented the lands in Kwaeng Luang Tha of Lao (PDR) for growing rubber tree to get the crops for using in China.

The local people living in study areas considered success according to output level: increasing income, reducing transportation time, and delivery costs.

Local people O defined NEDA project success as the increase of border trade: “There has been the increasing of restaurants and local shop, our neighbor also provided homestay for tourist. This is an opportunity for us to increase income.”

High growth in provinces close to foreign borders has fuelled rising land prices in Chiang Rai. (Local people E, personal communication, September 18, 2014)

To promote and encourage the border trade, government and local administrations should coordinate in transferring knowledge development for local people. (Local people G, personal communication, September 12, 2014)

This area has been changed, in the past there was barbed wire with soldiers carrying gun. The area was full of beggars. There was no any building, no casino, no hotels, only shack with the roof sloping backwards and without supporting poles. (Local people I, personal communication, October 1, 2014)

I noticed that once border opened, Cambodian labors were running to Thailand's border, there destination was Rongkluea market searching for consumer goods whereas Thai merchandise was expecting for the tour bus.

The gambler was busing with popping in-out the casino (Local people K, personnal commucation, September 25, 2014)

After project completion, it is significant increased flows of commodities, goods, and passengers in subregion. Besides, the improving of access to public services and distant labor/goods markets and therefore, improving the welfare and incomes of households along the road.

Local people have benefited from the improvement of R3 road in terms of convenience, and the fast and cost-reduced transportation of goods. Moreover; the R3 route can reduce traveling time from Thailand (Chiangkhong) to China (Kunming) from 48 hours to 20 hours and complies with the GMS framework as a project within the NSEC Western Sub Corridor which links Kunming and Bangkok via Lao PDR.

To sum up, the improvement of the road created new SMEs through the route and has given great benefit to and various positive impacts on SMEs. From the interviews with the entrepreneurs of bus services, shops, restaurants, and accommodation services in the area regarding the characteristics and size of businesses there, and changes after the project and current matters, the following was found:

- 1) All bus service entrepreneurs stated that after the project existed, their business had changed drastically. For example it is possible to provide services in every season, the travelling time is shortened, more vehicle repair shops and various vehicle parts are available, and more passengers and more business competitors as well.

- 2) Most of accommodation service entrepreneurs agreed that their business operations changed greatly after the project existed. For example the transportation was more convenient, and there were more visitors while there were more competitors as well. There are more public utilities and the required materials are easily obtained.

- 3) Most of the restaurant entrepreneurs also expressed the idea that after the project existed their business operations changed a great deal. For example, the transportation was more convenient, there were more customers and more competitors too, public utilities were available more and materials were easy to

find. However, they have had a lot of problems such as frequent electricity shut downs, insufficient budgets, deficiency of clean water, bad telephone signals, lack of laborers and a lack of attractive destinations to motivate the tourists.

4) Most of the shop entrepreneurs mentioned that after the project existed, their business operations changed significantly. For example, the transportation was more convenient, there were more customers and more competitors, public utilities were more available and materials were easy to find. The problems they have had were deficiency of clean water, lack of an investment budget, etc.

4.2.4 Definition on NEDA Project Success from the Neighboring Countries' Perspective

The definition of NEDA project success from the perspective of the neighboring countries were grouped into three themes: fostering partnerships with neighboring countries, improving quality of life (subregion prosperity), and enhancing economic development.

The Lao PDR has received financial assistance from NEDA for 17 projects since 2002. All of those projects are perceived as crucial for socio-economic-development in the Lao PDR, especially improving infrastructure from north to south, such as Chiang Rai-Khunming via the Lao PDR road improvement project (R3). This has created a more convenient life and better business conditions for the Lao people, particularly boosting productivity and better standards of living. The improvement of the infrastructure, such as better transport for goods, inevitably assists those that live in rural areas, as they can increase their productivity, selling products to domestic and international markets.

Thippakone Chantavongsa, the Deputy Minister of Finance of the Lao PDR stated clearly that the outcome of project assistance through NEDA is people having a better standard of living (Varakorn Samakoses, 2013, p. 2).

After the completion of the project supporting by NEDA, it can be seen that people have a better standard of living. There are more roads which people can access from villages to districts, districts to provinces and between

provinces. This allows people to access better health services within a reasonable amount of time. For example, people who live in the rural area can easily go to the provincial hospital which has higher technology than the hospital in the village. (Varakorn Samakoses, 2013, p. 2)

Cambodia has received financial assistance from NEDA for 2 projects since 2002. Cambodia is under the operation based on the 2014-2018 National Strategic Development Plan (NSDP), which is called the third stage “Rectangular Strategy.” Such a plan aims to upgrade the country from being a low-income country to a middle-income country to support sustainable development goals (SDGs) and foreign direct investment (FDI), and to increase the private sector to take part in the economic system. The Rectangular Strategy focuses on growth, employment, equity, and efficiency in Cambodia as well as building political stability, peace, and security in the country. Therefore Cambodia values multilateral cooperation, especially under the dialogues with ASEAN, GMS, and ACMECS, which serve as significant mechanisms for the economic development of the country and the wealth of the region.

Through Financial Assistance from NEDA, our economic is growth rapidly. At the end of 2016 fourth quarter, the economic growth rate was still strong, which corresponded with the growth in the past two years. During 2014-2015, the economic growth rate was 7.0-7.1%, having the textile industry, construction, and service sector as the crucial parts driving the economic growth. (Neighboring countries A, personal communication, August 21, 2014)

Cambodia is also attractive for foreign investments. In late 2016, the Thai private sector represented by Siam Global House Public Company Limited, a manufacturer and distributor of construction materials, expanded the production base into Cambodia. (Neighboring countries A, personal communication, August 21, 2014).

After continuous economic and political reform, foreign countries began to cancel their boycott on Myanmar, and Myanmar began to implement a free trade policy with groups of countries and multinational companies, especially with the countries not likely to interfere with its domestic matters, such as China, Russia, and ASEAN. This has attracted greater investment from multinational companies.

Myanmar's new government announced 12 major economic policies, two of which are 1) developing infrastructure and 2) developing the economy to suit the context of the ASEAN Economic Community. Such policies will be used as a framework for Burmese economic development.

In alignment with the interview with neighboring countries D "The new Myanmar's government under the leadership of President Htin Kyaw with the support from Aung San Suu Kyi, the State Counselor, Minister of Foreign Affairs, and the leader of NLD party, aims to maintain the economic growth rate, upgrade the industrial sector and demolish corruption.

4.3 Consensus Definition of NEDA Projects' Success

To further answer research question three, the stakeholder groups were compared against the perception of project success. Table 4.xx is a comparison of the stakeholder groups and revealed that the groups with the most definitions of success in common were local administrations and local people (completion of road construction, growing trade and investment, reduced travel time and transportation costs, and an increased number of tourists), whereas the government defined success as fostering partnerships with neighboring countries, improving quality of life, and enhancing economic growth. Encouragingly, there was a definition of success in common between the government, local administrations, and local people, which was economic growth.

4.3.1 Government and Neighboring Countries Considered the Definition of Success as Fostering Partnerships with Neighboring Countries

The interviews revealed that governments and neighboring countries aim to foster partnerships among subregion countries through infrastructure development in order to strengthen economic cooperation with the neighboring countries and to

develop integrated economic development cooperation.

As a public policy, policy implementers play a major role in implementation. Varakorn Samakoses stated clearly that “NEDA is an arm of the Thai government intended to foster relationships with neighboring countries, based on mutual and sustainable benefits while international relationships are strengthened.” As NEDA has been tasked with promoting relationships and enhancing collaboration between Thailand and neighboring countries in a friend-to-friend manner. Government officer A affirmed that “NEDA missions have been focused on the support of AEC, wherein Thailand will play an significant role in linking transport networks in the subregion, whether by air or via land routes. To this end, NEDA is engaged in enhancing the full connectivity of the necessary infrastructure based on mutual and sustainable benefit.”

4.3.2 Government and Neighboring Countries Consider the Definition of Success as Improving the Quality of Life (Subregion Prosperity)

The interviews revealed that governments, both Thai and neighboring countries, focus on improving quality of life (outcome level). This has been stated clearly in national development plan.

The national assessment was based on the 6th National Socio-Economic Development Plan of Lao (PDR), which was applied in 2006-2010. The plan focused on poverty reduction that was determined as a national strategy (Poverty Reduction Strategy). The strategy was of interest by the government and it was included in the 5th National Socio-Economic Development Plan and was continually included in the 6th plan with the goal to release Lao (PDR) from the country poverty list in 2020.

Apart from the Poverty Reduction Strategy, the Lao government has also focused on infrastructure development strategy by setting policy to transform the country from a “land locked” country to be a “land linked” country. Therefore, the key mechanism of the strategy was to construct infrastructures and to improve the ground, water and air transportation routes with 2 main objectives: 1) link every part of Lao (PDR) together and promote domestic transportation of the Lao people; and 2) link Lao (PDR) to the surrounding 5 countries: China, Vietnam, Myanmar and Thailand.

In conclusion, it is confirmable that the R3 Improvement Project complies with the requirement of the Lao government and is a key mechanism of national strategy and regional development plans; namely: 1) the poverty reduction strategy; 2) the Northern region development plan; and 3) the strategy to transform Lao PDR from a country without an exit to the sea (land locked) to be a land linked country. Therefore, the assistance and loans supported by Thailand for improvement of the R3 route have been beneficial and supportive to the Lao PDR government at the policy level.

The construction and improvement of R3 was of high concern regarding infective disease prevention and control, especially during the construction and improvement period. The workers and the people living in the project areas were oriented to acknowledge about the danger of various diseases and were advised how to prevent diseases from spreading. Nevertheless, according to the statistics, the number of infected people was not reduced.

Moreover, the improvement of the R3 route has also taken part in the development of the quality of life of the people in the north as well as in Kwaeng Luand Nam Tha and Kwaeng Bor Kaew by providing access to water resources and governmental services related to education and public health. The Lao PDR government has also approved letting Chinese venture capital to invest in the public health sector by a building private hospital with 36 beds, at a cost of around USD 4,000,000.-, in Kwaeng Bor Kaew, to provide higher-standard medical services. Due to the increasing number of foreign tourists and businessmen, this service is targeted to provide Chinese businessmen working within the area and the Lao people with high purchasing potential so that they do not need travel to Thailand or to China to obtain medical services.

One of the concerns of all level officers regarding the impact from R3 is the spread of HIV/AIDS. It was expected that after the construction was completed, the number of businessmen, tourists, and truck drivers would increased and the risk of HIV/AIDS in the community as well would increase very fast, especially among the long-distance truck drivers that exhibit HIV/AIDS risk behaviors. The prostitutes in the North of Lao also have limited knowledge about HIV/AIDS and the use of condoms depends on the consideration of the customers. The realization and

understanding of HIV/AIDs and the prevention of this problem among the people in the area is at a low level only.

Impact of cross-border infectious diseases; In addition to the spreading of HIV/AIDS, there might be the spread of cross-border infective diseases that have an impact on people and animals after the R3 project is completed due to contamination from people from other countries such as foreign laborers, businesspersons, and tourists that possibly will have infectious diseases such as SARS, Bird Flu, and 2009 influenza.

For the R67 road construction project in terms of public health, according to the collection and the analysis of Disease Surveillance and Epidemiology by Disease Prevention and Control Office no. 7 in Ubol Ratchathani, which is in charge of the area in Sri Saket as well, it was found that during 2009-2011 the most commonly-found diseases were diarrhea, food toxic, pneumonia, unidentified cause fever, tuberculosis and dengue fever, etc. These diseases are found every year in the areas. By survey, it was found that after the road was constructed, the people have been able to travel cross-border to get medical services in Thailand. The health of the people there, then, became better, and according to statistical data, the construction of the road and the cross-border movement has not caused higher spreading of the main infective diseases (Zars, Bird Flu, or HIV) within the area.

4.3.3 Government/Local Administrations/Local People Consider the Definition of Success as Enhancing Economic Development

The government, local administrations, and local people agreed that transportation is an important mechanism for economic development and drives the cost of the business sector to be competitive in the international trade arena. The evidence was the R3A route, that it not only has reduced the travel time between Kunming - Bangkok from 48 hours to only 20 hours but the governments of Thailand, Laos, and China have developed a policy of development to support economic growth from such routes. Thailand has planned to set up an industrial zone in Chiang Rai province and develop the port of Chiang Saen. Laos is under preparation to develop rest areas on the district route, Bo Kaeo and Luang Nam Tha, by applying for a grant from a Asian Development Bank. For China, the policy is to take advantage of the

R3A route to distribute products from southern China to transport raw materials (natural resources and agricultural products) and to promote tourism markets in the GMS region for the development of Yunnan.

Local people also defined the success as an increased number of tourists in Chiang Khong District, Chiang Rai, creating trading business expansion in the area. All of key informants that live within the project areas in Muang Huaisai, Luang Nam Tha, and Baan Na Prung, Lao PDR can travel to nearby areas more easily, for example to Chiang Khong District for food and necessary shopping. Trade volume and investments have been confined to increasing income for local people. Additionally, the R3 Project resulted in good output as the improvement of the R3 road has enabled convenient transportation between Thailand and Lao PDR and to China, including being helpful in reducing travelling time and expenses and has contributed to positive results in economic, social and environmental aspects due to the growth of trade, investment, and tourism as well as the increase in travelling between Thailand and the north of the Lao PDR.

The Thai government and local administrations agreed that the development of travel destinations along the route should be promoted. These additional developments will maximize the capacity of the route. For example, the natural tourism resources at Luang Nam Tha will create opportunities for the improvement of accommodations, food, driver resting points, and fuel stations. These could attract tourists and encourage them to new travel destinations.

In terms a project in Cambodia, R67 is a strategic route for linking transportation between Cambodia and Thailand. It is part of the infrastructure for developing trade, investment, and tourism between the two countries. Besides, it is a project under ACMECS (Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy), which has the objective to take advantage of the strength and variety of the 5 member countries and is a project under the Emerald Triangle Cooperation, which is related to tourism promotion projects in the border areas of the three countries: Cambodia, Lao PDR, and Thailand.

The interviews revealed the impact of cross-border transport infrastructure on the economies of the Greater Mekong Subregion. Representatives from the chamber of commerce noticed NEDA's projects' success in facilitating trade along the sub-

corridor and in promoting investment in border economic zones. Cross-border and domestic transport infrastructure together can reduce trade costs and lead directly to increased trade and investment.

Reduced trade costs can also indirectly induce increased foreign direct investment (FDI) mainly through intra-firm vertical integration across borders that exploits the comparative advantages of each location, and in turn, such increases in FDI can further increase regional trade, adding to the direct effect of trade expansion. (Local people A, personal communication, November 10, 2014)

4.3.4 Local People/Local Administrations Consider the Definition of Success as Project Completion (Road Construction)

The R3 road construction project is the high benefit route for the Subregion with the total destination of 84.77 km. It links the domestic route from Kwaeng Bor Kaew and Kwaeng Luang Nam Tha in the north of Lao PDR to Kwaeng Luang Prabang and Vientiane, including a link to Thailand and China and enables more convenient and faster travelling.

A good example on the definition of success as project completion was found from an key informant that lived near the R67 highway construction project (Anlong Veng-Siem Reap, Cambodia), they agreed that before the improvement, the Anlong Veng-Siem Reap road was covered with red earth and was practical for travelling only during the dry season, never possible in the rainy season. The travelling from Anlong Veng to Siem Reap used to take around 6-7 hours in the dry season so communication with outsiders was very difficult. After the improvement was completed, the condition of the road was up to Asian Highway standards and made for a more convenient journey. From the travelling time of 6-7 hours from Anlong Veng to Siem Reap, at present it takes only 1.5-2 hours throughout the year.

Local administrations and local people, including representatives from the chamber of commerce in R67 areas, have given some comments as follows:

The highway no. 67 and 68 have got similar potential in facilitating convenient travelling but highway no. 68 is better effective in term of network as it

connect more roads in Cambodia while Anlong Veng only connect with Siem Reap and a few other roads. (Local administration C, personal communication, November 17, 2014)

Chong Sa Ngam Checkpoint and Chong Jom Checkpoint seems to be the competitors in trading but being the commercial partners in tourism as tour servicers can use the route for all in one trip and can arrange interesting border tour. For delivery goods into Cambodia (from Surin), the traveling via Chohg Jom is chosen. (Local administration D, personal communication, November 17, 2014)

Chong Sa Ngam is a high potential border area consists of new town to support the growth of trade and related activities. It locates 3 km. away from the border with total area of about 960 rai. This checkpoint enables application of border passing can be done away from the border area as per international standard checkpoint. (Local People A, personal communication, November 10, 2014)

The construction of road has significantly increased border trading value. Nevertheless, the easy broken goods cannot deliver via the highway no. 24 heading to Chong Sa Ngam because the road is in bad condition. (Local people J, K, personal communication, November 10, 2014)

Another example was found from a key informant that lives in the Mae Sod District, Tak Province. The project objective was to improve the route link between Thailand and Myanmar from the connection point in Mae Sod District, Tak Province to Thingannyinaung/Dawna for a total of 17.35 km. Local people found that various vehicles have used the road more because of a travelling time reduction within the 17.35 km., the and delivery of goods and various services between Mae Sod and Myawadee, are more convenient and faster.

Local administrations E and F added the comment that the road has insufficient traffic signs. The need to unload goods from big trucks to smaller trucks to be able to cross the bridge has caused damage to products. The establishment of a bridge for crossing over the Myawaddy River (2nd Mae Sod bridge) was a solution to the problem. Moreover there were traffic jams at the necks of the bridge on both sides because of the unloading activities. The establishment of a cargo loading center should be able to solve the problem. However, overall the improvement of the 17.35

km road can significantly reduce the travelling time from 45 minutes, due to poor condition in the past, to 15 minutes by estimation.

To sum up, the interviews revealed that there were, in fact, different definitions provided by the three difference stakeholders (the government, local administrations, and local people).

Local administrations and local people defined success in terms of completing the project on time and within the budget which is the general meaning of project success in view of project managers. From the literature review, a project that goes on time and is within budget can be construed as a success from a project manager's viewpoint. On the other hand, the government defined success beyond that and as successful in meeting project objectives as follows: 1) to foster partnerships and strengthen the relationships with neighboring countries; and 2) to improve the quality of life (subregion prosperity) and 3) to strengthen economic cooperation.

Table 4.10 summarizes the consensus definition of NEDA project success. There was, however, a consensus on the definition of project success concerning the completion of projects on time, within the budget, and passing engineering quality and these were important for local administrations and local people when defining success criteria, whereas the government as a state policymaker defined success in terms of ultimate outcomes and enhancing the connectivity with neighboring countries based on mutual benefits in order to improve quality of life.

This implies that project success was a matter of perception and that project success would be most likely to be perceived to be an “overall success” as output rather than outcome.

Table 4.9 Consensus Definition of NEDA Project Success

Definition of Success	Central Government	Local Government	Local People
1. Fostering partnership and strengthening relationship with neighboring countries	x	-	-
2. Improving quality of life (Subregional prosperity)	x	-	-

Table 4.9 (Continued)

Definition of Success	Central Government	Local Government	Local People
3. Enhancing economic development	x	x	x
1) increasing of border trade			
2) facilitating border trade and investment			
4. Project completion (road construction)	-	x	x
1) completion of project on time within budget			
2) increasing of traffic volume			
3) qualify for engineering quality			

4.4 Factors Influencing NEDA's Projects' Success

This section presents the opinions and perceptions of the key informants, the government, local administrations, local people, and neighboring countries regarding the factors that have had an impact on the success of NEDA's projects. The information was derived from the semi-structured interviews, which complement the definition of project success presented in the previous sections.

Accordingly, in order to investigate in more extensive detail the potential factors that influence NEDA's project success, the three projects comprised of the R3 road construction project, the R67 road construction project, and the Myawaddy - Tanowsri road construction project were chosen based on four criteria: 1) financial assistance projects, 2) project types (road construction), 3) projects having been completed, and 4) that were representative of each neighboring country.

In this study, the factors that were identified through the semi-structured interviews that influenced the NEDA project success were associated with cooperation between the government and all stakeholders in the projects, cross-border transport agreement, cross-border trade facilitation, harmonization and coordination between different donors, the sufficiency of the budget, the competencies and understanding of project officers concerning the project management regarding aid agenda, the degree of the efficiency of the management of leaders, and the continuity

in monitoring and evaluating projects. In addition, the need to educate the local people from a young age to be aware of the importance of road safety and public health resources should be recognized.

To conclude, a number of factors that helped facilitate NEDA's project success were listed: 1) policy standards and objectives; 2) participation with neighboring countries; 3) organization configuration (implementer); 4) the social and political environment; and 5) harmonization and coordination between donors.

4.4.1 Policy Standards and Objectives

One of the most important tool for successful implementation is the policy goals, standards, and objectives. A good policy should have a direct and structured implementation process. Effective policy implementation requires standards and objectives that are understood by related implementers.

According to an interview with the government officer F, she considered the NEDA project success factor as clear goals, standards, and objectives of international economic policy, commitment to statutory objectives and the implementer's policy acceptance level, leading to the effectiveness of policy implementation: "As I have been working with NEDA since its establishment, the clear objective from each government, provided the direction for projects implementation."

A policy with high expectations to meet objectives that are related to minor change will be more successful than a policy with a major change. Government officer D suggested that incremental changes indicate a positive response from target groups. A policy is more likely to be a success if implementers have a positive attitude toward it. It also depends on the experience, values, and the needs of those that are affected by the policy. The goals of aid agenda are a dramatic change from the conventional to aid for trade.

According to the working plan of the Greater Mekong Subregion Economic Cooperation, the GMS-EC of 6 countries, the objectives were to promote increased regional trading and investment in the industrial, agricultural and servicing sectors; to increase employment and to better people's quality of life in order to promote and develop regional cooperation in the area of technology and education; to maximize the effectiveness of natural resource utilization; and to promote and empower

competitive ability and to open the door to the world market. The North-South Economic Corridor, NSEC was, then, established as a part of the GMS project for 1) facilitating the trading and development between and in Lao PDR, Myanmar, Thailand, Vietnam and China; 2) reducing delivery costs within the areas under the project and enhancing effective goods and people transportation; 3) lessening poverty by giving support to rural and border area development to increase local people's income, and to open opportunities for women laborers and to promote tourism in the areas. The three routes included: 1) NSEC Western Sub-Corridor links between Kunming and Bangkok via Loa (PDR)/Myanmar (R3A/R3B route) 2) Central Sub-Corridor links between Kunming-Hanoi-Hofong-Highway No. 1 in Vietnam (R5) and 3) NSEC Eastern Sub-Corridor links between Kunming-Nanning-Hanoi

In compliance with Thailand's policies, the evidence was from the 8th-11th National Economic and Social Development Plan. NESDB who considered the promotion of cooperation with countries in GMS as crucial success factor. In order to accomplished the ultimate outcome, the revision of national and international regulations on cross-border trade, investment, and tourism together with the monitoring and prevention of social and environment impacts should be focused on. However, government officer A commented that Thailand needs to adjust its role to cater to changes in terms of expanding cooperation with its strategic partners in areas of economy, trade, communication and transportation, development and transfer of knowhow in the fields of human resources, technology and information technology. Therefore, seeking partnership with other countries in the region in the economic and other areas has become increasingly necessary.

Newin Sinsiri, NEDA's (2014) President, stated clearly in the Friendship Journal that he planned to upgrade the work system to international standards. Since NEDA is an agency coordinating with both domestic and international organizations, a more integrated approach is required to ensure that cooperation is in the same direction. Meanwhile, the service process will be more streamlined and concise.

For international affairs, since NEDA has to coordinate with international agencies such as ADB, World Bank and Japan International Cooperation Agency-JICA, it is required to upgrade its rules and regulations to meet

international standard, particularly for social and environment safeguard measures. (Newin Sinsiri, 2014)

4.4.2 Participations

Participation is the factor effecting the success of the projects. This section, participation was categorized to three levels which were inter-organizational relationship, collaboration among development partner, and recipient country's participation.

The interviews revealed how local administrations and local people in the border areas (Chiang Khong, Khu Khan, Mae Sot) were trying to overcome difficulties to link trade facilitation and tourism with road construction projects. They considered how the framework developed may be extended by NEDA in working with other agencies overseeing complementary objectives to ensure seamless intermodal transport in the GMS. In alignment with an interview with government officer A, he considered the NEDA project success factor is the cooperation between NEDA with TICA, Department of Highway and ministry of commerce. In addition, good cooperation between internal functions and team work, is also a crucial factor for project success.

Aid can affect reliability and may be the tool that donor countries used for their own benefit. To avoid the issue that donor countries may not have the best interest of recipient countries at heart, increasing participation and strategic partnership with neighboring counties will ensure the success.

In terms of the R3 project, Thailand, Lao PDR, and China have set development policies to support the economic growth from the benefit of the route usage. Thailand has planned to establish an industrial estate in Chiang Rai and to develop the Chiang Saen port. Lao PDR is preparing to develop rest areas along Kwaeng Bor Kaew to the Luang Nam Tha route by proposing to get support budget from the Asian Development Bank (ADB). For China, the policies are set out to beneficially utilize R3 for the distribution of goods and raw material such as natural and agricultural products from the South of China and to promote tourism in the GMS region to develop Yunnan province to be a gate open to ASEAN and South Asia. The result of the assessment on the relevance of the objectives and the policies turned out

to be at a good level as the project complies with the policies. It can be concluded that the R3 project complies with the project implementation policies and objectives of both the Lao PDR and Thailand and facilitates the operations under the economic cooperation corridors of the GMS, ACMECS and ASEAN.

In terms of the R67 project, this route is beneficial to the stability of Cambodia. The support of the improvement of the Anlong Veng-Siem Reap road enabled convenient traveling between Udon Mee Chai Province and other provinces in Cambodia. In compliance with the Cambodian government, Cambodia has a master plan to recondition the network of national roads to improve the national socio-economy. In the future they will improve more roads to support the growth of the national socio-economy according to the Planning for National Road Rehabilitation up to the Year 2020 Master Plan. Further, the relationship between the people and the officers of both countries is getting better. Agreement on the travelling between the two districts, Anlong Veng district and Pu Sing district, has been made to allow the people to cross the border with a border pass instead of a passport.

In terms of the Maesod-Myawadee project, the Mae Sod-Myawadee-Thingannyinaung/Dawna Range road construction project is one of the East West Highway Projects under the economic cooperation of the Greater Mekong Subregion that links the Lao PDR, Thailand, and Myanmar and it is in accordance with the policy for urgent development of domestic infrastructure to support economic development and foreign investment, as well as the cooperation between neighboring countries having adjacent borders such as China, Lao PDR, and Thailand to support the growth of the agricultural sector and service sector (tourism). In addition, the Mae Sod-Myawadee-Thingannyinaung/Dawna Range Road Construction Project is in accordance with the policy of the Myanmar government, which is seeable from the Myanmar economic development plan in terms of road transportation, which requires the improvement of existing roads to make them more effectively utilize the link to neighboring countries for delivery of goods internationally by passing permanent border checkpoints along the border.

This was confirmed at a seminar on “NEDA’s 10 Years of Partnership in Social and Economic Development in the Region,” where the panel discussed the roles of each regional cooperation framework, the directions of development partners

in supporting the regional economic development over the next 5-10 years, and important factors to support sustainable development in the region. Newin Sinsiri, NEDA President, stressed the importance of developing infrastructure connectivity in the region, both physical infrastructure (hard infrastructure) and regulatory and facilitation side (soft infrastructure). The panel stressed that there is the need for closer collaboration among the international and domestic development partners, including the private sector, to support economic development in the neighboring countries.

A Lao PDR officer (2014) said the evidence for the determinants of aid consistently showed that factors unrelated to the need of recipient countries were important determinants of aid. This holds across contexts, different ways of measuring aid and a variety of empirical strategies. Currently, the NEDA project is broadly correlated with the level of the government relationship, not with the level of a country's economic development. The amount of financial assistance does not correspond to a recipient country's need on a year-to-year basis. To sum up, the concept of partnership and ownership is key success to emerge from local processes, reflecting local contextual factors and needs.

I can think of four factors to the success of the implementation of R3 as follows working closely between the government of Lao PDR and royal Thai government, involving the local/provincial government, involving the Private Sector's participation and cooperation of community. (Neighboring countries C, personal communication, August 18, 2014)

Madame Thipphakone Chantavongsa, Deputy Minister of Finance of Lao PDR, stated clearly in the Friendship Journal that cooperation with other sectors in the Lao PDR to set up project priority will ensure more comprehensive development.

From the past until now, Lao PDR has received the financial assistance from NEDA which is focused only on public work sectors. It would be more effective if NEDA can support the financial assistance for other priority

sectors. This means that in order to ensure more comprehensive development and achieve the Millennium Development Goal (MDGs), NEDA has to work closely with other sectors in Lao PDR to research the priority sectors which need financial assistance. (Thipphakone Chantavongsa, 2014)

Neighboring countries A and neighboring countries D agreed that the success factors influencing the success of international economic policy implementation are collaboration and participation from neighboring countries. They recommended that NEDA should increase cooperation on technical assistance by provide training for neighboring officers on relevant topics such as project operation and management, debt management, road safety engineering workshop and GMS trade facilitation and logistic development. This included a Sub-Regional seminar on development assistance and the international symposium on rural roads and workshop on roadside safety and work zone safety application.

4.4.3 Organizational Configuration

Successful implementation depends on the capacity of an organization to implement policy. According to government officer E, the capability of an organization can be categorized according to appropriate structure, personnel, budget, place and location, and tools and equipment within the organization. Moreover, the organization must have a suitable implementation plan and resources in order to achieve its goals.

Successful implementation depends on the implementing agency's capability to perform according to the expected target. There are in connection with leadership, budget, personnel and equipment.

I considered the decision-making of top level officials and their behavior in working is the key factor to ensure that the policy's goals were attained or reformulated. (Government officer D, personnal commucation, August 6, 2014)

Leadership was the common factor raised in relation to management that can facilitate NEDA's project success. The interview results from the government and

local administrations revealed that leadership supported drive at a strategic level, including vision and tenacity and enhanced multi-organization work. Resources and incentives, valid theories and technology, available financial resources, the attitudes and resources of constituency groups, personnel, the budget, place and location, and tools and equipment, and service provider capacity will be studied in order to look at the influence of resources on policy implementation. Government officer B (2014), considered the NEDA project success factor as the budget, both from government allocation and self-management: “The more budget we have, the more project we can provide assistance, the more project, the more investment.”

Qualified Officers who have a good understanding of the official development assistance (ODA) or loan procedure is highly important as the procedure of the ODA loan is totally different from bank loans. The ODA rather focuses on the development dimension. Therefore, NEDA could extend its cooperation with international donor through training program such as JICA knowledge cooperation program and ADB Expertise course. It is important to have officers that understand clearly the ODA loan and is required to gain knowledge and share experience with his or her counterpart.

The concrete evidence on project monitoring and evaluation was that the government of Lao (PDR) has paid good attention to maintaining the R3 in good condition and proper for use by limiting the loading of trucks at maximum of 9.1 tons per shaft and having 2 truck weight investigations and controlling points at Baan Bor Ten located at the border of Lao PDR and China and at Baan Nam Ngern, Kwaeng Luang Nam Tha where the Lignite Coal Mine is located. The damage that occurred after the project was handed over resulted from 3 main reasons: natural disaster, incomplete design, and poor quality materials. Lao PDR has asked the contractors to take responsibility for improvement of the damage from construction. For other damage, Thailand was asked to give assistance since Lao PDR does not have enough budget.

Lao PDR government has given good attention to maintain sustainable lifetime of the project by regulating to have permanent weighing points and random checks to prevent overload carrying. However, there are still a lot of damages all over the route due to improper construction and natural disasters

and limitation of repairing and maintenance budget. Lao PDR is trying hard to find support budget source to solve the said problems. (Neighboring country C, personal communication, August 18, 2014)

4.4.4 Social and Political Environment

The political factor in policy implementation refers to the leadership role of the implementer, which includes the ability of the management. Government officer A indicated that the political factor plays an important role in policy implementation at the organizational level.

The major political variables are comprised of the following: 1) the implementer's ability in negotiating with the external environment, which depends on implementer's knowledge, personality, knowledge and authority; 2) the external factors, such as benefits groups and politicians that may support the policy implementation. The political aspect plays a significant role in policy implementation, though some problems fail to be solved by using the administrative factors because they tend to be involved in the matter of politics. For example, the implementer's attitude and desire to carry out a policy may influence his or her views toward the policy and may cause a delay in or ignorance of the implementation. It is also a potential problem that aid can have an influence upon political accountability. Aid is sometimes used by the donor nation as a means of pressuring politicians to implement policies which will lead to development of institutions and infrastructure and support human capital. However, some donors are not especially interested in the well-being of the citizens of recipient nations and their aid may be supporting a government which might, and perhaps should, otherwise fall. Furthermore, when governments receive aid, they are no longer reliant upon the need to attend to the needs of the people or to develop the economy.

Regulations and custom clearance is the factor effect to projects success. The economic development has been affected from the nature of global production patterns and variations in the logistics costs among countries from differences in the quality and cost of infrastructure services, including customs processes and official characteristic.

The interviewed six local administrations officers who were working in related areas to financial assistance projects revealed that cross-border investment and trade (including transshipment of exports and imports) should be facilitated by simplifying and streamlining regulations and procedures. The evident was supported by local administrations B (2014) who stated that the Thai government must speed up to make cross-border transport agreements in Thailand, Lao PDR, and China. This agreed by local administrations C (2014), he suggested that the Thai government should understand local businessman and seeking a strategy for defending Chinese Investment. In alignment with local administrations D (2014), she recommended the Thai government to speed up negotiations regarding visa issuance and trade facilitation. Whereas, local administrations E (2014) suggested the Thai government to develop soft infrastructure along with hard infrastructure, the government must have clear policy that will take responsibility after the project is completed. There are no maintenance authorities, with no agreement on transportation, and overweight trucks have caused road damage.

Additionally, there were myriad customs clearances, trade certifications, and transport regulations to be overcome. A cross border transport agreement to address these issues has been signed by five of the six countries. The aim is that a good produced and shipped from Vietnam for final destination in Myanmar will clear customs in its home country and then be fast-tracked through Cambodia and Thailand before reaching its destination. There is nothing that cannot be overcome with intergovernmental co-ordination and time but trade issues have a habit of dragging on. There are a lot of good intentions at the ASEAN and subregion levels but so far progress has been limited. Rail links, which are under development, might well prove to be an easier option. In the meantime, 90% of subregion trade is maritime.

In terms of cross-border trade facilitation, local people A, representative from the Thai Chamber of Commerce, considered that close cooperation between the government agencies, TICA and NEDA, would further develop soft infrastructure along with hard infrastructure;

However, looking from a 10,000 feet, bird's eye view it all looks so straightforward. The North-South and East-West economic corridors look like simple no brainers. Then, of course, reality hits. Thailand, alone in the Greater Mekong, drives on the left-hand side of the road. Cross border heavy goods vehicle traffic will need to be able to handle that transition. It can be done UK lorries drive on the continent of Europe and vice versa but the switch is not always seamless, nor is it always safe. Dedicated truck lanes on the trunk roads may be one answer.

4.4.5 Harmonization and Coordination between the Donors

Coordination among agencies is another important success factor regarding policy implementation. A good example of successful coordination is the R3 project. The construction of the road was separated into 3 phases comprised of cooperation from the Thai government, the ADB, and the Chinese government as follows:

- 1) The construction with the budget supported of the Thai government through the Neighbouring Countries Economic Development Cooperation Agency (Public Organization) or NEDA. The project started at Muang Huai Sai, Kwaeng Bor Kaew (the town opposite Chiang Khong District, Chiang Rai-85 km.). Total distance: 84.77 km. Expense: 1,198,000,000 Baht.

- 2) The construction with a budget supported by the ADB. The project is from Baan Wiang Poo Kha, Kwaeng Bor Kaew to Baan Nam Lung, Kwaeng Luang Nam Tha. (85th-159th km.). Total distance: 74 km. Expense: USD 34,000,000.

- 3) The construction with a budget from the Chinese government. The project is from Baan Nam Lung, Bor Ten, Kwaeng Luang Nam Tha to Bor Han (159th -the border of Lao (PDR) and China). Total distance: 70 km. Expense: 226,000,000 Yuan.

The Asian Development Bank has defined the Mae Sod-Myawadee-Thingannyinaung/Dawna Range Road Construction Project as an importantly required project which complies with Neighboring Countries Economic Development Cooperation Agency's plan. It requires good coordination between international organizations. This project aimed to develop regional trade and investment with the support from the ADB for the development of various types of infrastructure,

especially road transportation, electrical systems, telecommunications, and the environment and law.

The Transport Master Plan for the Mekong Basin countries was established in 1995. After that, in 2002, the Mekong Basin countries had a clear policy for developing transportation and logistics systems, which are important for promoting the stability of the economy and quality of life by linking the transportation routes within the countries in the group. The Asian Development Bank is the organization responsible for the supporting budget and technology and conducting analysis of the transportation strategies for the countries in the Mekong Basin. In compliance with the Transportation Strategic Plan for the year 2006-2015 will support the tourism strategic plan - GMS-TSS (Greater Mekong Subregion-Tourism Sector Strategy).

To sum up, donors have played a leading role in official development assistance in the infrastructure development area without coordinating with one another and excluding the private sector, including the business sector, NGOs, and local organizations from the financial assistance projects.

Therefore, it was evident that the factors that highlighted NEDA's projects success should have included the external relationships with neighboring countries in terms of cooperation, opportunity to increase more participation, and raising ownership awareness.

These findings imply that the actual practices implemented by NEDA on financial assistance projects went in opposite ways. It was revealed from the results of the semi-structured interviews that the exogenous factors that concerned the networking and partnerships with neighboring countries and the awareness of ownership did not correspond to the aid agenda (Million Development Goals).

However, the factors of organizational configuration, which included the capacity of the executing agency, NEDA, with a sufficient budget and personnel resource understanding for project management and its unfavorable impact, as well as favorable rules and regulations, were in accordance with the international standard of aid agenda, for which qualified officers in project management are required.

Additionally, it was found that the factor of leadership capabilities was significant to NEDA's project success. Due to the fact that the leadership role of the executing agency includes the ability of management to acquire resources from the

external environment, the President of NEDA must be able to coordinate with international donors (i.e. ADB, AIIB, JICA, and World Bank) in order to strengthen its donor role, alleviate the shortage of resources, and expand the scope of projects to cover economic corridors in the GMS for those in need.

Hence, management must possess a personality favorable to making contacts, coordinating and making friendships, as well as establishing collaboration with key international donors in order to gain support and resources from them, for example: 1) establishing connections and collaborating with the JICA on project management training (ODA loan procedures) for NEDA staff in order to contribute more resources in the form of further collaboration, information exchange, public relations, fund-raising or personnel development, on the condition that the roles and the clarity of plans and policies among the agencies concerned should be clarified in order that there be no conflict of interest that might be an obstacle to the success of aid agenda; and 2) to create an atmosphere of participation and sense of belonging in the communities, which will help maintain the sustainability of the financial assistance in the long run.

To sum up, the findings from both the participation observation and the semi-structured interviews are displayed in table 4.10.

Table 4.10 Summary of the Findings

Success Factors	Govt.	Local admin.	Local people	Neighboring countries
1. Policy Standards & Objectives				
1) Clear goals & objectives	x	x	-	x
2) International standards work system	x	x	-	x
2. Participation				
1) Inter-organizational relationships	x	x	-	x
2) Closer collaboration among international & domestic development partners	x	-	-	x
3) Recipient country's participation	x	-	-	x

Table 4.10 (Continued)

Success Factors	Govt.	Local admin.	Local people	Neighboring countries
3. Organization Configuration				
1) Leadership	x	x	-	x
2) Resource and budget	x	x	-	x
3) Qualified officers	x	-	-	x
4) Projects Monitoring and Evaluation	x	x	-	x
4. Social and Political Environment				
1) Soft infrastructure enhancement	x	x	x	x
2) Cross-border trade agreements	x	x	x	x
3) Transportation regulations	x	x	x	x
5. Harmonization and coordination Between donors	x	-	-	x

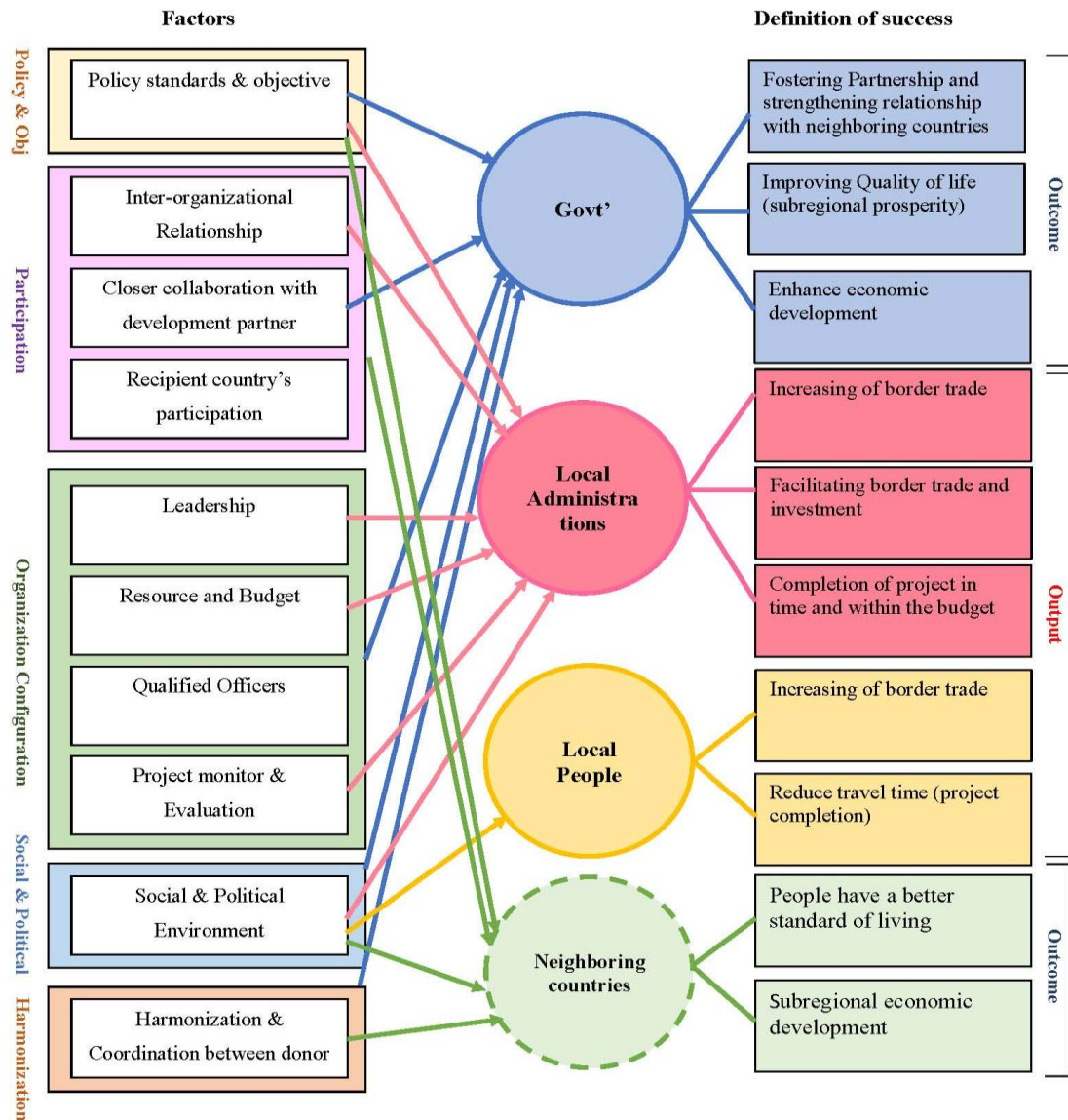


Figure 4.10 Model for NEDA's Projects' Implementation Success

CHAPTER 5

DISCUSSION

This chapter covers four major sections, namely: 1) summary and conclusion, 2) discussion and implications of the findings, 3) recommendations, and 4) directions for future research.

5.1 Summary and Conclusion

As mentioned in chapter 1, the objectives of the study were undertaken to accomplish five objectives:

- 1) To understand the need for Thailand to provide infrastructure assistance to neighboring countries
- 2) To explore the various definitions of NEDA's projects' success from the point of view of different stakeholders comprised of the government, local administrations, and local people
- 3) To explore a consensus definition of NEDA's projects' success
- 4) To explore the factors that affect NEDA projects' success
- 5) To propose a model for NEDA's projects' implementation success

This research was undertaken using the qualitative method to study the need for Thailand to provide assistance to neighboring countries, and the definitions of NEDA projects success and the factors that affect NEDA project success through the perception of three different stakeholders (the government, local administrations, and local people), along with the viewpoints of representatives from neighboring countries (Cambodia, Lao PDR, and Myanmar) as recipient countries. The semi-structured interviews were conducted with thirty-four key informants comprised of nine key informants from the government, six key informants from local administrations, fifteen key informants from local people, and four representatives from neighboring countries. The researcher also attended and observed four related conferences and

open session seminars. The data were collected and verified using triangulation as a strategy for improving the validity and reliability of the research and the evaluation of the findings. The triangulation methods in this study involved space triangulation with different sites in Cambodia, Lao PDR, and Myanmar); the method triangulation using three methods: semi-structured interviews, non-participant observation, and documentation review; and informant triangulation using three different types of informants (the government, local administration, and local people). This study was designed to collect data under the condition of same project type (road construction) and same assistance type (financial assistance project) in order to improve the credibility and confirmability of the data.

The study revealed that the Thai government used NEDA for the development of economic and infrastructure in the subregion. The transportation network which link Thailand and its neighboring countries support the transformation of transport corridors into economic corridors. The increasing volume on trade and investment will raise the quality of life of the people in border areas and in neighboring countries.

The study showed that NEDA support the policy of the government to promote relationships and cooperation with the neighboring countries. If look at the overall picture, it is obvious that some parts of Thailand development strategy involve and are related to neighbor countries and other countries in the region. The relations are from the improvement of transportation routes to connect with neighbor countries and others in the region, the improvement of logistics system for better delivery of products, services and people between countries in the region, and the improvement of infrastructure networks. These are therefore the operation guidelines for the achievement of the objectives of Thailand regarding the economic relations between Thailand and other countries in the region.

The provision of assistance from Thailand to support the improvement of infrastructure in neighbor countries such as Lao PDR, Cambodia, and Myanmar is, therefore, very important and a main mechanism that enables Thailand to effectively connect with its neighbor countries. It is seeable that some parts of Thailand's foreign affair strategy are focused on border areas that obviously connect with neighbor countries because the areas have the potential for border trade and transit trade as well as investment in other countries as the world and regional politics have drastically

changed from 1988 to 1995 or after the cold war. In other words, Thailand's foreign affair policies and its interaction with neighbor countries are partly affected by global changes. The announcement to change the battle field to be a trading market of General Chartichai Chunhawan in 1988 happened during the period when Russia was collapsing and the cold war was almost ending so cooperation for economic purposes was developed and expanded very fast and initiated cooperation in the form of economic cooperation in various parts of the world and in the sub-region of South East Asia. Thailand actively responded to the change and quickly got involve in the economic cooperation in the region for example in the economic rectangle and The Greater Mekong Subregion, which is a project mainly supported by the Asia Development Bank and represents cooperation among 6 countries, namely Thailand, Myanmar, Lao PDR, Cambodia, Vietnam, and China (Yunnan). This economic cooperation has also been promoted to enhance greater connectivity, in particular to improve basic utilities and the quality of lives in the Subregion. In implementing the development projects, closer relationships between Thailand and its neighboring governments have been further developed.

The interviews revealed how local administrations and local people in the border areas (Chiang Khong, Khu Khan, Mae Sot) were attempting to surmount obstacles to benefit the collaboration linking tourism with road construction projects. The researcher considered how the framework developed may be extended by NEDA in working with other agencies overseeing complementary objectives to ensure seamless intermodal transport in the GMS.

In terms of the definition of NEDA project success, the definition can be categorized into two levels: output and outcome. The financial assistance projects of NEDA have resulted in significant savings in vehicle operating costs and reduced travel time. Border-crossing time according to surveys in Cambodia and Lao PDR has been reduced. Although several benefits are evident from completed projects, one critical issue was the missing agreement on cross border trade facilitation.

At the project level, agreed by local administrations and local people, success means that the travel time on the completed project roads was reduced after road improvement. The improvement of the road created new SMEs through the route and has given great benefit to and various positive impacts on SMEs. From the interviews

with the entrepreneurs of bus services, shops, restaurants, and accommodation services in the area regarding the characteristics and size of businesses there, and changes after the project and current matters, the following was found:

1) All bus service entrepreneurs stated that after the project existed, their business had changed drastically. For example it is possible to provide services in every season, the travelling time is shortened, more vehicle repair shops and various vehicle parts are available, and more passengers and more business competitors as well.

2) Most of accommodation service entrepreneurs agreed that their business operations changed greatly after the project existed. For example the transportation was more convenient, and there were more visitors while there were more competitors as well. There are more public utilities and the required materials are easily obtained.

3) Most of the restaurant entrepreneurs also expressed the idea that after the project existed their business operations changed a great deal. For example, the transportation was more convenient, there were more customers and more competitors too, public utilities were available more and materials were easy to find. However, they have had a lot of problems such as frequent electricity shut downs, insufficient budgets, deficiency of clean water, bad telephone signals, lack of laborers and a lack of attractive destinations to motivate the tourists.

4) Most of the shop entrepreneurs mentioned that after the project existed, their business operations changed significantly. For example, the transportation was more convenient, there were more customers and more competitors, public utilities were more available and materials were easy to find. The problems they have had were deficiency of clean water, lack of an investment budget, etc.

Outcome is normally considered to be the impact from an output that a policy has on a target population, whether the policy produce the desired behavioral change initially sought. For the perspective of improving quality of life, by asking the people in the R3 project and the people that have used R3, the Lao PDR people mentioned that they have received high benefit from the R3 in terms of being able to travel to get medical treatment more conveniently and faster. They can obtain minor treatment in

Huaisai for less serious cases and to Chiang Rai in the case of serious sickness or serious injuries. This helps to decrease the number of deaths and has enabled better health for the people in the project area.

In addition, for the perspective of fostering strategic partnership with neighboring countries, these could be viewed from the perspective of government, NEDA, NESDB, and TICA. NEDA's objectives are to cooperate with its neighbors in their economic development in order to strengthen economic cooperation. The challenge for NEDA is to coordinate with all organizations concerned in the public and private sectors, both at home and abroad, in order to integrate economic development cooperation with the neighboring countries and to serve as a partner in economic development, at both the Greater Mekong Subregion and bilateral levels to create sustainable growth.

There was, however, a consensus on the definition of project success concerning the completion of projects on time, within the budget, and passing engineering quality and these were important for local administrations and local people when defining success criteria, whereas the government as a state policymaker defined success in terms of ultimate outcomes and enhancing the connectivity with neighboring countries based on mutual benefits in order to improve quality of life. This implies that project success was a matter of perception and that project success would be most likely to be perceived to be an "overall success" as output rather than outcome.

In this study, the factors that were identified through the semi-structured interviews that influenced the success of policy implementation were associated with the cooperation between the government and all stakeholders in the projects, the continuity of monitoring and evaluation of the projects, the cross-border transport agreement, cross-border trade facilitation, harmonization and coordination between different donors, the sufficiency of the budget, the competencies and understanding of project officers concerning the project management of the aid agenda, the efficient management of leaders, and the continuity of monitoring and evaluation of projects. In addition, a need to educate the local people from a young age to be aware of the importance of road safety and public health resource should be implemented.

Among the most important of the successful implementations are policy goals, standards, and objectives. A good policy should have a direct and structured implementation process. Effective policy implementation requires standards and objectives that are understood by related implementers.

Successful implementation depends on the capacity of an organization to implement policy. The characteristics of implementing agencies, commitment and the leadership skill of implementing officials, the disposition and response of implementers, motivation, leadership, participation, teamwork, service provider capacity, and the characteristics and capacities of implementing agencies of frontline implementers will be studied as the attribute factors of policy implementation.

Additionally, there are a myriad of customs clearance, trade certification, and transport regulations to be overcome. A Cross-Border Transport Agreement to address these issues has been signed by the CLMV. Coordination among agencies is another important success factor regarding policy implementation. Donors have played a leading role in official development assistance in the infrastructure development area without coordinating with one another and excluding the private sector, including the business sector, NGOs, and local organizations in the financial assistance projects.

To conclude, a number of factors that have helped facilitate NEDA's projects were listed: 1) policy standards and objectives; 2) participations; 3) organization configuration (implementer); 4) the social and political environment, and 5) harmonization and coordination between donors.

5.2 Discussion and Implications of Findings

Foreign aid is considered a controversial policy in several quarters because it is expensive, and because international politicians regularly call for increases. Academics and policymakers are not always in agreement on its effectiveness, and taxpayers may question the amounts involved. While aid can help poor countries by supporting development programs for vital infrastructure and services, others question whether this represents the optimal means of achieving such goals (United Nations, 2004). This study highlights the potential of the factors that have an influence on the

success of financial assistance to neighboring countries regarding the infrastructure development implemented by the Neighboring Countries Economic Development Cooperation Agency (NEDA). The qualitative section affirmed that the success of the project was affected by five factors: 1) Policy standards and objectives 2) Participations 3) Organization configuration (Implementer) 4) Social and Political Environment and 5) Harmonization and coordination between donors.

This study highlights the potential of the factors that have an influence on the success of regional policy implementation by NEDA. The interviews affirmed that the factor of organizational configuration mostly affected the success of policy implementation supported the earlier empirical study of Cheema and Rondinelli (1983, p. 16). These researchers reported that the policy environment, including clarity and the consistency of program objectives, appropriate allocation of functions, adequacy of the budget, and availability of resources affected successful decentralization programs in Asia. The author's own findings were similar. These findings also correlated with the management model of Voradej Chandarasorn (2008, pp. 133-135; Kla Tongkow (1991, pp. 68-75), who stated that successful policy implementation depended on organizational capability, organizational structure, personnel (human competence and technical and administrative skill), budget, infrastructure, and machinery and equipment. Furthermore, the findings supported the bottom-up theory of Lipsky (1980, pp. 391-409), who analyzed the effect of public service workers or street-level bureaucrats regarding the success of policy implementation, which corresponded to local peoples' needs, indicating that NEDA should hold public hearings from the locals and implement policy based upon the local people's needs. The support of clients from outside coalitions was another critical variable contributing to the successful implementation of a policy. Therefore, looking for this support should be one of the first steps in policy implementation and it also gives the stakeholders a wider range of contacts (Elmore, 1979, pp. 601-616; Patterson et al., 1992, pp. 75-86; Kla Tongkow, 1991, pp. 68-75). Additionally, it was found that the differences in the recipient countries with different backgrounds and difference levels of relationships were significant in terms of the success of the policy implementation.

In addition, communication within the implementing agency was important, which corresponds with the notions of Morris and Pinto (2004, p. 109); Goggin et al. (1990, pp. 178-185); Grin and Van De Graaf (1996, pp. 291-319); and Kla Tongkow (1991, pp. 68-75), who identified the critical success factors for projects success that effective communication is importance in the cooperation among stakeholders, which could promote better understanding between policy formulators and implementers.

However, it was found that the factor of “participation” and “work autonomy” have contributed to the success of policy implementation significantly from the perspective of the recipient countries and in written policy, but this was not mentioned in the interviews. In this case, it implies that the government and local administration officers focused mainly on Thailand’s benefits rather than mutual benefits.

Local administrations have less opportunity to participate in the decision-making process. This comes from the long history of the centralization in government and reliance on a “top-down” approach (Peerapol Phaopeng: 2010, pp. 68-74). At present, the Thai public administration is divided into three tiers—central, provincial, and local administrations—where the central and provincial administrations have been provided with many important functions while leaving less important functions to local administrations (Anek Laothamatas, 2000, pp. 54-60). Local administrations have been in charge of some minor functions such as street cleaning and maintenance, garbage collecting, markets, slaughterhouses, and so on.

Since 2008, NEDA has assisted neighboring countries in 60 projects amounting to 14,479.27 Million Baht. This comprised 21 financial assistance projects in the form of concessional loans and grants amounting to 14,479.27 Million Baht; 16 technical assistance projects in the form of grant funds amounting to 244 Million Baht; and 23 training programs to develop the capacity of 218 officials of neighboring countries amounting to 10.47 Million Baht. The evidence supports these fact from an interview which indicated that NEDA is still centrally-controlled by the government, which means that the factors of “participation” and “work autonomy” were low. This phenomenon also corresponds with the evidence that partnership and networking with other donors was low (Madam Thhippakorn, personal communication, April 18, 2014). The common problems after project completion found in the communities/ study areas/projects area were a gap in cross-border transport agreement (CBTA),

road safety, and project maintenance responsibility.

In contrast, the factors that cause the failure of NEDA's project success were 1) lack of coordination between government agencies, 2) discontinuity on project monitoring and maintenance, 3) conflict of interest between the Thai government and its neighbors, and 4) lack of soft infrastructure development.

The government, local administrations, and local people recognized that a lack of cross-border transport agreements was the problem of first priority. There was a situation in which the quantity of completed roads was rapidly increasing in terms of amount, but there was low availability of cross-border facilitation. The focus on cross-border issues and the diligence in preparing the CBTA is a priority to be considered. It was evident that there was a lack of cross-border trade agreement. (Local people, personal communication, August 6, 2014). When a problem arises, the government should do the following: 1) facilitate cross-border transportation, international shipping, and passenger transport; 2) establish regulations and cross-country processes related to the carriage of goods and passengers and make it simplified and harmonized; and 3) promote multimodal transport.

In terms of road safety, the government should install more traffic lights and signs, especially in the main towns, to control traffic at the intersections or to direct, indicate caution, and give suggestions to the drivers to drive more carefully in order to avoid or reduce accidents. In addition, training related to safe driving and traffic signs should be provided to make people realize that careless driving may cause severe accidents. Further, responsible officers should attend the training at the Highway Department in Thailand in order to improve their various skills and to apply their knowledge to the maintenance of roads and to transfer their knowledge to the next generation.

To sum up, the project impact inclusive of direct and indirect impacts on the economy and social impacts were as follows:

1) Economic impact: The construction has upgraded the quality of life of the people living within the project area and nearby. Employment has been increased and new careers have been developed as well as new investment. The new careers are for example tourist guide, the hotel business, restaurant business, commercial agriculture, etc. It has also supported the opening of border markets at the

borders of both Thailand and its neighbors. The concerned issue was that Thailand and its neighbors have not had concrete cooperation to facilitate cross-border delivery.

2) Socio impact: The improvement of the route has also caused a negative impact for the local people that live in the project areas such as the increase of severe road accidents and the opening of a casino, which had a negative impact on the economy and the local community.

To discuss on factors effecting implementation success, there are four key scholars that have discussed policy implementation success factors: Pressman and Wildavsky (1973); Van Meter and Van Horn (1975); Bardach (1977); and Mazmanian and Sabatier (1983). Van Meter and Van Horn (1975) suggested a model linking six variables to outcome performance in implementation studies. These six variables are: 1) policy standards and objectives; 2) resources and incentives; 3) inter-organizational relationships; 4) implementing agencies; 5) the economic, social, and political environment; and 6) the disposition and response of implementers.

In order to ascertain the influential factors from the four key scholars, semi-structured interviews in connection with three projects were added. The interview guideline was designed to obtain more in-depth information in order to draw conclusions. NEDA project success were associated with cooperation between the government and all stakeholders in the projects, cross-border transport agreement, cross-border trade facilitation, harmonization and coordination between different donors, the sufficiency of the budget, the competencies and understanding of project officers concerning the project management regarding aid agenda, the degree of the efficiency of the management of leaders, and the continuity in monitoring and evaluating projects. In addition, the need to educate the local people from a young age to be aware of the importance of road safety and public health resources should be recognized.

To sum up, the interviews affirmed that the success of policy implementation was affected by five independent factors: policy standards and objectives, participations, organization configuration, harmonization and coordination between donors, and the social and political environment.

5.3 Recommendations

This study only highlights some of the critical factors that have influenced the success of NEDA project assistance on infrastructure development to neighboring countries and does not claim to provide a complete set of factors, but raises awareness about the potential factors that have strongly impacted the success of the projects.

5.3.1 Promote Constructive Relationships between Thailand and Neighboring Countries

The Thai government should be aware of the best interests of neighboring countries and avoid misunderstandings regarding the use of financial assistance projects as a tool for the support of politicians. According to the semi-structure interviews, the assistance through NEDA projects concerned the promotion of trade for Thailand, and it was in fact driven by Thais' ideological motivations rather than mutual benefit. Therefore, Thais should increase economic cooperation by designing a framework to enhance greater connectivity, in particular to improve basic utilities and the quality of life for the Subregion.

In terms of promoting neighboring countries' ownership as recipient countries, as one of the most important policy tools is foreign aid to develop people well-being and to facilitate economic development. Within the literature there were indications that the objectives of donor countries are often the driving force behind the distribution of foreign aid, rather than the interests and needs of the countries receiving the support. The outcomes of aid donations to recipient nations will depend upon the mechanisms operating behind the provision of that aid, and the type of aid itself. The literature revealed evidence to suggest that there is a positive relationship between the donation of aid to a country and the number of instances of that country voting in agreement with the donor nation at the United Nations General Assembly. It can be argued that countries are, effectively, buying voting support through the use of aid (Alesina & Dollar, 2000). Further evidence was provided by Nunn and Qin (2014) who determined from their results that when aid donations increase, the recipient is more likely to vote in alignment with the donor nation at the United Nations.

A similar investigation conducted by Eisensee and Stromberg (2007) discovered that within the donor countries, political interest in foreign aid increased when that aid was shown to bring about a political response in the recipient nation. In contrast, political interest was not related to the needs of the recipient nation. The literature indicates that the factors which typically determine whether aid is donated are not related to the needs of the recipient countries involved. These findings are consistently repeated for all types of aid and for different approaches to measuring the distribution of aid. At present, the NEDA project shows a close association with government level relationships between donors and recipients rather than any connection with the economic plight of countries in need of support. The level of financial support donated typically does not match the actual needs of the recipient on an annual basis.

As a result, the financial assistance from Thailand is different from other aid programs from various international donors such as ADB and the World Bank, including agents from developed countries (France, Germany, the UK) which can use financial instruments in more flexible ways. Those donors can provide assistance to any developing countries whereas Thailand focuses on its neighbors, which have land connected and have more sensitive issues on foreign affairs for any actions or activities on financial assistance projects. According to Hayman (2006), the recipient country was hit by a loan assistance condition whereas the donor country was frequently asked about the purpose of the assistance. This can be considered as a critical issue that the Thai government should be aware of.

5.3.2 Develop Soft Infrastructure along with Hard Infrastructure

In order to achieve ultimate outcomes on infrastructure development, soft infrastructure should be develop along with hard infrastructure. The semi-structured interviews revealed that NEDA concentrated on hard infrastructure whereas there was still a missing link on transportation regulation, trade facilitation, and cross-border trade agreement. In this state, NEDA as a government agency should initiate action in terms of coping with the gaps and missing links by formulating cross-border transport agreements and implementing them using a timetable. At present it is difficult for traders and logistics companies to conduct cross-border transactions legally. They

must handle insurance for goods and vehicles as well as paying the cost of customs duties. Therefore NEDA should become more closely involved with the process of establishing a regional body which might be able to address the needs of businesses within the GMS on a collaborative level. Discussions are currently under way at the GMS Business Forum with the goal of creating a regional transport association which might begin to address some of the issues in this field. In addition, NEDA should create an atmosphere of participation and a sense of belonging in the communities (in local area), which will help maintain the sustainability of the financial assistance in the long run. Every route will be beneficial to Thailand more or less depending on the development plan of the border province in Thailand. Despite the existence of good infrastructure, without proper usage plans, the roads will not be used at their highest beneficial capability. Private and public sectors, therefore, should cooperatively plan in detail to drive forward the development and reduce the impacts related to the quality of products/services, the budget for developing the border provinces to be logistics centers, and the negotiation for improving and amending rules and regulations that are the obstacles of interrelated trading.

Road safety is another important area of concern, since the development of road transport links creates both benefits and problems. Among the problems is the fact that transport systems which are badly designed can harm the local environment, lowering people's quality of life and leading to the potential for accidents. The increase in road transportation can lead to pollution, noise, and accidents, as well as being visually unappealing. It is important to recognize this issue and seek the means to introduce road safety measures which already exist elsewhere. Investment in the construction, maintenance, or upgrading of roads can bring about safety benefits while education for road users is vital to ensure safety as traffic levels increase.

The construction and improvement of the road delivered better condition of the transportation. As most of the route used to be a red earth and high-steep road. However, when asking the people in the project area they stated that the better condition of the road has made the drivers drive faster and less carefully, whereas insufficient traffic signs have also caused more accidents. As a result, the government should install more traffic lights and signs, especially in the main towns, to control the traffic at the intersections or to direct, indicate caution and give suggestions to the

drivers to drive more carefully in order to avoid or reduce accidents. In addition, training related to safe driving and traffic signs should be provided to make people realize that careless driving may cause severe accidents. Further, responsible officers should attend the training at the Highway Department in Thailand for improving various skills and apply their knowledge for the maintenance of the roads and to transfer their knowledge to the next generation.

To sum up, in addition to physical infrastructure construction, the economy member countries within the framework also agreed to reduce barriers in the Mekong region and regarding cross-border transportation. They arranged to agree on transportation facilities and changed its name to The GMS Cross Border Transportation Facility Agreement (GMS CBTA) There are three main aims.

Therefore, the success was not considered only the construction work but must increase the cooperation on cross-border transportation agreement in order 1) to facilitate cross-border transportation, international shipping, and passenger transport; 2) to make the law rules, regulations, and cross-country processes relating to the carriage of goods and passengers simplified and harmonized; and 3) to promote multimodal transport.

To facilitate the GMS, the CBTA has determined that the parties must take action gradually to make the rituals simpler and faster, for example, Single Window Inspection (SWI). Each country must provide one inbound and outbound formality for the surveillance and control of all competent authorities involved in the crossing of individuals, vehicles, and goods which must be jointly and simultaneously. A Single Stop Inspection (SSI) is provided to the officials of two border countries to help each other in their duties as much as possible. The surveillance and control of officials from the two countries must be jointly and simultaneously at the inbound. (outbound no longer exists). Outbound agents are required to perform duties in the incoming country.

5.3.3 Develop Strategic Partnerships and Harness Synergies with other International Donors

NEDA should develop partnerships with other international donors (ADB, AIIB, JICA, the World Bank), which could enable the transfer of best practices,

spread knowledge of best practice in matters such as logistics, and actively seek out synergistic relationships within the processes of regional trade and funding sources (co-finance). By developing such partnerships, Thailand has successfully been able to pay for the improvement of its own infrastructural projects across the country. When projects are on a very large scale, the country has worked alongside major partners such as the ADB in the case of multilateral development schemes, or with banks such as JBIC and JICA which operate bilaterally. Such institutions can transfer financing and technical expertise to bring success to major projects. In addition, the recent establishment of the AIIB will create more opportunity for NEDA to have a wider channel for cooperation in infrastructure development in the GMS and to reach the common goal of “one belt one road” policy.

Hence, NEDA must possess a personality favorable to making contacts, coordinating and making friendships, as well as establishing collaboration with key international donors in order to gain support and resources from them, for example, to establish connections and collaborate with the JICA on project management training (ODA loan procedures) for NEDA staff in order to contribute more resources in the form of further collaboration, information exchange, public relations, fund-raising or personnel development, on the condition that the roles and the clarity of plans and policies among the agencies concerned should be clarified in order that there be no conflict of interest that might be an obstacle to the success of aid agenda.

In implementing the development projects, strengthening cooperation with recipient countries and other international donors should also be further developed.

5.4 Suggestions for Future Studies

It was not possible for this study to give full consideration to all participants in the implementation of aid policies, and therefore future research might seek to address those resulting gaps to find additional factors which may influence the outcomes of the project support offered by NEDA to develop infrastructure within the GMS. In addition, the part of the study which relied on semi-structured interviews failed to include interviewees from other countries within the region, and thereby failed to take into account their views. These people should be invited to contribute their ideas in

order to discover the factors behind their individual successes.

The final point is that this study has emphasized whether or not the implementation has been seen as successful, rather than focusing upon empirical measures of policy success. Instead, future research might seek out empirical data to investigate the topics in greater depth. A mixed-methods approach may allow a quantitative study of the data trends and also a qualitative section addressing the detailed stories of the people involved. In this manner, a truly representative overview might be achieved which can offer insights into the views of the population as a whole.

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APPENDICES

APPENDIX A

INTERVIEW QUESTIONS

Question Set 1: Government

1. What is the main reason for Thailand to provide assistance on infrastructure development to neighboring countries?
2. How do you define the meaning of project success?
3. What are the road construction projects in the five-year plan (2015-2020)?
4. What are factors that you consider that influencing to the success of the implementation?
5. Can you please describe the project selection procedure and please identifies any difficulties on project selection, if any?
6. Are there any obstacles during project construction? What are the causes of obstacles?
7. Are there any obstacles after project completion? What are the causes of obstacles?
8. Who are the key personnel responsible for the road construction projects and how much degree is the participant from other staffs?
9. Are there any opportunity for neighboring countries to involve in project selection?
10. Is there any cooperation with international donor such as ADB and the World Bank?
11. How much degree is the cooperation from other government agencies?
12. Is the budget sufficient to implement the projects?
13. Is there any external support to implement the road construction projects?
14. Are rules and regulations favorable to implement the projects, and if not, what should be the remedies?

Are there any failed environmental projects, and what are the causes of failure?

15. How much degree is the participation from the local administrations and local people to implement the projects?

Question Set 2: Local Administrations/Local People

1. What is the main reason for Thailand to provide assistance on infrastructure development to neighboring countries?
2. How do you define the meaning of project success?
3. What are the road construction projects in the five-year plan (2015-2020)?
4. What are factors that you consider that influencing to the success of the implementation?
5. Can you please describe your community before implement road construction projects?
6. In your points of view, are there any problems within your community and a community nearby, please describe (if any)?
7. How does Local Administration Office/Local People cooperate with the government to implement road construction projects?
8. Are there any significant difference after project completion and in which criteria?

APPENDIX B

GOVERNMENT-INTERVIEWEES' INFORMATION

#	Name-Surname	Position	Date of Interview
1.	Government officer A	Senior Vice President, Acting President, NEDA	5 August 2014
2.	Government officer B	Director of Project Management Bureau, NEDA	5 August 2014
3.	Government officer C	Director of Policy and Planning Bureau, NEDA	5 August 2014
4.	Government officer D	Director of Technical Assistance Bureau, NEDA	6 August 2014
5.	Government officer E	Director of Treasury Bureau, NEDA	6 August 2014
6.	Government officer F	Director of Administration Bureau, NEDA	6 August 2014
7.	Government officer G	Senior Accountant, NEDA	7 August 2014
8.	Government officer H	Senior Administrator, NEDA	7 August 2014
9.	Government officer I	Deputy Director-General, TICA	16 November 2015

APPENDIX C

LOCAL ADMINISTRATION-INTERVIEWEES' INFORMATION

#	Name-Surname	Position	Age (yrs)	Duration of working	Duration of working in study area	Date of Interview
Project R3 : Amphoe Chiang Khong(Chiang Rai)						
1.	Local administration A	Public health officer	45	13 years	8 years	16 September 2014
2.	Local administration B	Senior officer	47	12 years	9 years	16 September 2014
Project R67 :AmphoeKhu Khan(Si Saket)						
3.	Local administration C	Public health officer	48	8 years	8 years	23 September 2014
4.	Local administration D	Senior officer	46	11 years	8 years	23 September 2014
Project Myeowadee-Tanowsri:Amphoe Mae Sot(Tak)						
5.	Local administration E	Public health officer	39	9 years	8 years	30 September 2014
6.	Local administration F	Senior officer	42	15 years	10 years	30 September 2014

APPENDIX D

LOCAL PEOPLE-INTERVIEWEES' INFORMATION

#	Name-Surname	Position/Project Area	Age (yrs)	Duration in Living	Date of Interview
1.	Local People A	-Board Director of The Thai Chamber of Commerce -Honorary Chairman of Greater Mekong Subregion			10 November 2015
Project R3 :Amphoe Chiang Khong(Chiang Rai)					
2.	Local People B	Restaurant owner	47	10 years	17 September 2014
3.	Local People C	Teacher	50	13 years	17 September 2014
4.	Local People D	Contractor	43	8 years	17 September 2014
5.	Local People E	Merchandise	56	24 years	18 September 2014
6.	Local People F	Merchandise	55	30 years	18 September 2014
Project R67 :AmphoeKhu Khan(Si Saket)					
7.	Local People G	Director of Tambon Health Promoting Hospital	53	33 years	24 September 2014
8.	Local People H	Restaurant owner	45	6 years	24 September 2014
9.	Local People I	Teacher	47	20 years	24 September 2014
10.	Local People J	Merchandise	45	23 years	25 September 2014
11.	Local People K	Merchandise	46	24 years	25 September 2014
Project Myeowadee-Tanowsri :Amphoe Mae Sot(Tak)					
12.	Local People L	Teacher	47	13 years	1 October 2014
13.	Local People M	Teacher	46	10 years	1 October 2014
14.	Local People N	Merchandise	48	22 years	2 October 2014
15.	Local People O	Merchandise	49	27 years	2 October 2014

APPENDIX E

NEIGHBORING COUNTRIES-INTERVIEWEES' INFORMATION

#	Name-Surname	Position	Date of interview (email)
1.	Neighboring Countries A	Deputy Director General of Public Works, Cambodia	21 August 2015
2.	Neighboring Countries B	Deputy Director General of Road and Bridge Department, Lao PDR	20 August 2015
3.	Neighboring Countries C	Officer, Ministry of Foreign Affairs, Lao PDR	18 August 2015
4.	Neighboring Countries D	Deputy Superintending Engineer, Myanmar	21 August 2015

BIOGRAPHY

NAME

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ACADEMIC BACKGROUND

2002 BBA in International Business
Administration, Faculty of Business
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2004 MBA, School of Management,
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Supervisor, Ticketing Department,
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