

1. Project Profile and Japan's ODA Loan



Central, North, South Thailand



Tourist Dock constructed under the Project
(Phuket)

1.1 Background

In Thailand, the income disparity between the Bangkok Metropolitan Area and other regions is large, and closing this gap through regional development is a current socioeconomic issue. The tourist industry has a long history of spurring job creation and fostering related industries, and for Thailand, which has abundant tourism resources throughout the country, it is a key element of national development policy and one that can serve as an effective means of regional development and foreign exchange acquisition.

Thailand is a major tourist destination. The yearly number of tourists from foreign countries is 11.85 million, and the foreign currency income obtained from foreign tourists has reached US\$9,556 million annually (actual figure for 2004). This constitutes a major source of foreign currency income, accounting for 9.8% of the value of Thailand's exports.

The Thai government is strongly aware of tourism's importance and greatly values its effect on job creation, income improvement, and foreign exchange acquisition; in the Ninth Five-Year National Economic and Social Development Plan (2002-06), it drew up a tourism development plan that calls for active rearing of the tourism sector.

However, preservation and restoration of Thailand's main tourist destinations is lacking, and aggressive business development has raised concerns about environmental destruction and adverse

effects on culture.

In response to these issues, the Tourism Authority of Thailand (TAT) decided to develop the tourism infrastructure of four gateway cities to serve as regional bases of tourism with a view to attracting tourists to these regions and establishing linkages with the tourism resources of other countries in Indochina/Southeast Asia. Through the Thai government, TAT requested Japan's assistance in financing this tourism infrastructure development project through provision of the ODA loan and this project was implemented on a high-priority basis.

1.2 Objectives

This project's objective was to attract tourists to regional area and promote the tourism industry by developing tourism infrastructure in central city of Northern, Southern, Northeastern area of Thailand (gateway cities from tourists' viewpoint), thereby contributing to the promotion of regional development, job creation, and expansion of foreign exchange sources.

1.3 Outline of project

This project selected 28 sub-projects in four broad regions of Thailand, and carried out tourism infrastructure development within each of these regions.

The four regions targeted were as given below (the number of sub-projects is given in parentheses):

(1) Northern Region: Chiang Mai District (10), Chiang Rai District (3)

(2) Southern Region: Phuket District (5), Phang Nga District (2), Krabi District (1), and Songkhra District (1)

(3) Upper Northeastern Region: Udon Thani District (1)

(4) Lower Northeastern Region: Ubon Ratchathani District (5)

These sub-projects included park development, construction of information centers, improvement of riverbanks and footpaths, coastline development, historical preservation, and tourist dock development. The ODA loan agreement outlined below was concluded for appropriation to sub-project construction costs, the purchase of related equipment and materials, and consulting fees.

1.4 Borrower/Executing Agency

Government of the Kingdom of Thailand / Tourism Authority of Thailand (TAT)

1.5 Outline of Loan Agreement

Loan Amount / Disbursed Amount	4,268 million yen / 2,966 million yen
Exchange of Notes	September 1993
Loan Agreement	September 1993
Terms and Conditions	
- Interest Rate	3.0% p.a.
- Repayment Period (Grace Period)	25 years (7 years)
- Procurement	General untied
Final Disbursement Date	July 2002
Contractors	—
Consultant	Pacific Consultant International (Japan) · TEAM Consulting Engineers Co., Ltd. (Thailand) (JV)

2. Evaluation Result

2.1 Relevance

2.1.1 Relevance at the time of appraisal

At the time of this project's appraisal, Thailand's national program, the Seventh Five-Year National Economic and Social Development Plan (1992-96) had been launched as a major policy objective for correcting income disparities, an initiative to create jobs and expand acquisition of foreign exchange through promotion of the tourist industry, and for this purpose established a tourism development plan to carry out the restoration of tourist resources and other projects aimed at broad tourism development and preservation of tourist locations.

In accordance with this tourism development plan, this project was to develop tourism infrastructure in four regions within Thailand's major regional tourist areas to serve as bases of tourism for Thailand's regional development and to promote tourism aimed at attracting more tourists to these regional locations and establishing linkages with the tourist resources of other countries in Indochina/Southeast Asia, and therefore was regarded as a high priority project with consistent with those policies.

2.1.2 Relevance at the time of evaluation

At the time of this evaluation, improving living standards in all regions of Thailand through job creation and foreign exchange acquisition by promoting the tourism industry was positioned as a key element of policy in the Ninth Five-Year National Economic and Social Development Plan (2002-06) currently in progress. The Thailand Tourism Promotion Policy, which was established by

the TAT in response to this national program, was designed to promote tourism in line with this government policy.

The huge tsunami in the Indian Ocean that struck the southern region of Thailand in December 2004 left many victims and caused major damage to tourist facilities in Thailand's foremost tourist destination, Phuket. The Thai government responded quickly, however, immediately putting together a special budget for rapid restoration of the damaged tourist facilities. This unhesitating response was a demonstration of the importance that the Thai government attaches to promotion of the tourism industry. It could also be said that this project continues to maintain a high degree of priority as a measure for dealing with Thailand's socioeconomic issues.

2.2 Efficiency

2.2.1 Outputs

The initial plan called for the construction, improvement, and development of facilities through 28 sub-projects in four broad regions of Thailand. After the start of the project, however, a review of plans was conducted by the Operational Committee for the following reasons.

- Two projects in Thailand's southern region could not be implemented because of problems in acquiring a site.
- Another project in the southern region could not be completed because the building contractor went bankrupt, and the project was abandoned.
- For some of the other projects, changes or additions to designs were made.

In the end, 26 sub-projects were implemented, through which construction, improvement, and development of these tourist facilities was carried out¹.

Table 1. Comparison of Planned and Actual Outputs

Plan (at the time of appraisal)	Actual (at the time of evaluation)
(1) Northern Region (Chiang Mai, Chiang Rai districts) 13 Sub-projects	(1) Northern Region (Chiang Mai, Chiang Rai districts) 14 sub-projects (One more than initially planned)
(2) Southern Region (Phuket, Phang Nga, Krabi, Songkhla) 9 sub-projects	(2) Southern Region (Phuket, Phang Nga, Krabi, Songkhla) 6 sub-projects (3 less than initially planned)
(3) Upper Northeastern Region (Udon Thani) 1 sub-project	(3) Upper Northeastern Region (Udon Thani) 1 sub-project (as planned)

¹ Details concerning the completed projects are given at the end of this report.

(4) Lower Northeastern Region (Ubon Ratchathani) 5 sub-projects	(4) Lower Northeastern Region (Ubon Ratchathani) 5 sub-projects (as planned)
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2.2.2 Project period

In this project, an implementation plan was drawn up for each sub-project and the specified work was performed. Under the initial plan, all sub-projects were to be completed by September 1998, but in actuality, they were not completed until July 2002, a delay of three years and nine months, including an extension of the final disbursement date².

Table 2. Comparison of Planned and Actual Project Period

Plan (at the time of appraisal)	Actual (at the time of evaluation)
September 1993-September 1998 (61 months)	January 1995-July 2002 (91 months)

The following are some of the reasons for the delays in completing the sub-projects.

- Since many of the sub-projects concerned environmentally-protected areas such as national park areas, they were subject to examination by the Environment Commission, a national agency. Since, as a result of these examinations, some projects were required to make design changes, time was needed to obtain approval from the Environment Commission. Consequently, the start of construction was substantially delayed.
- Construction work was mainly ordered to local contractors, and because the performance of these contractors was poor, completion was delayed (some work was not completed)³.

2.2.3 Project cost

Under the initial plan for this project, project cost was expected to total 1,379 million baht (equal to 6,097 million yen), of which 4,268 million yen would be procured through the ODA loan. Actual expenditures, however, amounted to 1,258 million baht (equal to 3,950 million yen), which is about 121 million baht less than the initial plan.

Table 3. Comparison of Planned and Actual Project Cost

² As one example of a delay, construction of the Golden Triangle Information Center in the Chiang Rai district, which is completed as the last project, required five years from start to completion. In addition to construction of the building, exhibits concerning the eradication of narcotic substances had to be requested from overseas, and collecting all of these exhibits required time.

³ Another reason for delays in construction stemmed from the fact that budget allocations from the Thai government to the sub-project executing agencies were one-year budgets, and when the budget could not be spent within the fiscal year, a second budget application would have to be submitted. Construction would then have to be suspended until budget approval was granted, resulting in a delay in completion of the project.

Plan (at the time of appraisal)	Actual (at the time of evaluation)
1,379 million baht (=6,097 million yen) Foreign currency: 2,045 million yen Local currency: 915 million baht (ODA loan amount: 4,268 million yen) Exchange rate: 1 baht = 4.42 yen	1,258 million baht (=3,950 million yen) Foreign currency: 1,324 million yen Local currency: 836 million baht (ODA loan amount: 2,966 million yen) Exchange rate: 1 baht = 3.14 yen (average)

Total project cost included construction expenses, funds for purchase of equipment and materials, and consulting fees for each sub-project. For some sub-projects, however, the project cost fluctuated due to design changes and other reasons. The Operation Committee made adjustments to project costs for each of these sub-projects, and overall, costs fell within the initially planned project cost. In addition, the ODA loan disbursement amount fell substantially below the initially approved amount as a result of the sharp depreciation of the Thai baht.

2.3 Effectiveness

2.3.1 Extent of use of facilities

The facilities completed through this project are being used not only by tourists but also by area residents. The facilities where the number of users in FY2004 could be ascertained were limited to those that collected admission charges. The number of users of each of these facilities is as given below (2004)⁴

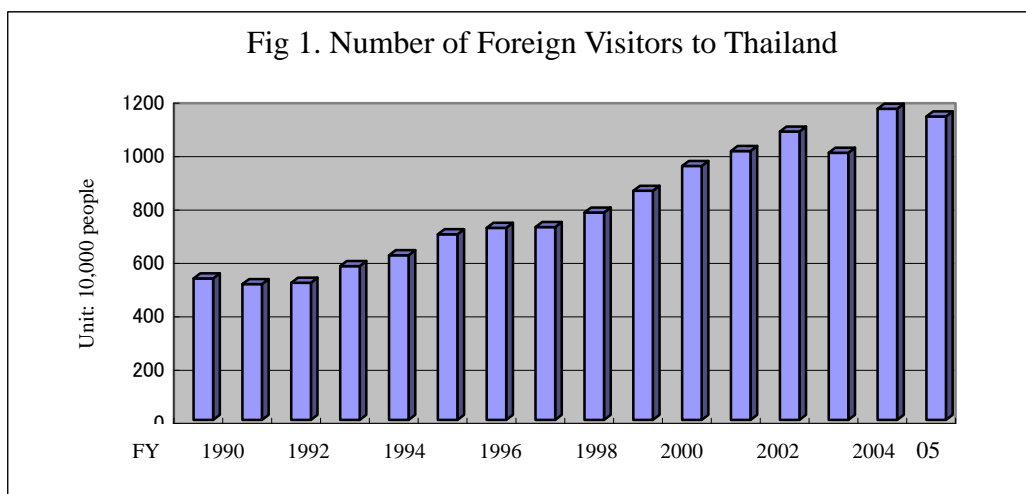
【Chiang Rai District】	Golden Triangle Information Center	71,059
【Phang Nga District】	Phang Nga Dock	235,038
【Songkhla District Songkhla】	Historical District	Approx. 2.034 million
【Ubon Ratchathani District】	Kaeng Tana National Park	26,924
	Phatam National Park	175,401
【Udon Thani District】	Ban Chiang National Museum	139,157

2.3.2 Number of tourists

The number of tourists visiting Thailand from foreign countries has been increasing steadily since 1960, and in 2001 exceeded 10 million. Although the number has continued to increase steadily since then, there was a temporary decline in 2003 due to the SARS outbreak. In addition, the huge tsunami in the Indian Ocean in December 2004 left many victims in Phuket, Thailand's

⁴ Since admission at most of the facilities is free, facilities that are aware of the number of users are limited.

foremost tourist destination, and in 2005, foreign tourists declined by 2.5% compared with the preceding year to 11.36 million.



(Source: TAT data)

Although the overwhelming majority of foreign tourists that visit Thailand enter the country from Bangkok, foreign tourists visiting cities that are the bases of tourism of regions where this project was implemented have been increasing at a rate exceeding the overall rate. This increase is especially prominent in the southern region of Thailand, particularly, Phuket. It could thus be said that this project has contributed to the increase in these tourists.

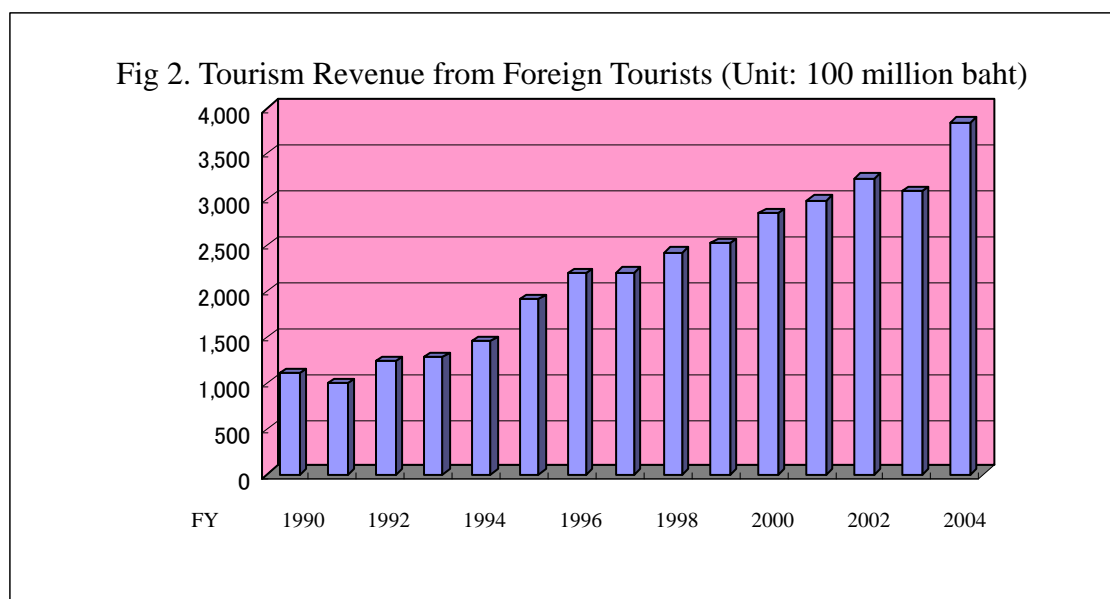
Table 4. Foreign Tourists Visiting Thailand, 1993-2004 (Unit: 1,000 persons)

	1993	2004	Rate of Increase
Total	5,760	11,650	+102.2%
Chiang Mai	820	1797	+119.0%
Chiang Rai	184	296	+60.6%
Phuket	1,270	3,497	+175.3%
Krabi	182	1,003	+451.0%
Ubon Ratchathani	9	45	+361.3%
Udon Thani	13	94	+624.8%
Bangkok	6,088	11,699	+92.2%

Source: TAT data

2.3.3 Tourism revenue

Apart from a temporary decline due to the SARS outbreak in 2003, tourism revenue obtained from foreign tourists has increased steadily, and in 2004 reached 384.3 billion baht (US\$9,556 million), three times that of 1993.



Source: TAT data

Tourism revenue obtained from foreign tourists has increased substantially in cities that are the bases of tourism of regions where this project was implemented, and this increase is recognized as having contributed to the improvement of regional income and the expansion of employment in related industries.

Table 5. Tourism Revenues from Foreign Tourists, 1993-2004

(Unit: million baht)

	1993	2004	Rate of Increase
Total tourism revenues	127,802	384,360	+200.7%
Chiang Mai	9,021	24,235	+168.6%
Chiang Rai	1,090	2,700	+147.7%
Phuket	36,918	72,182	+95.5%
Krabi	1,331	13,256	+895.9%
Ubon Ratchathani	40	125	+212.5%
Udon Thani	140	232	+65.7%
Bangkok	42,411	155,391	+266.4%

Source: TAT data

In addition, the number of hotel guests in these regional cities, as well as the total number of guests at lodging facilities, has increased substantially, and this increase in tourists in the various districts has brought synergistic effects, stimulating investment in hotels and other related industries and increasing employment.

Table 6. Number of Hotel Guests

(Unit: Upper row indicates the number of rooms, lower row indicates thousands of lodgers)

	1993	2004	Rate of Increase
Chiang Mai	(13,167) 1,231	(14,103) 2,941	(+7.1%) +138.3%
Chiang Rai	(3,210) 483	(5,491) 832	(+71.0%) +72.2%
Phuket	(17,426) 1,769	(32,076) 4,234	(+84.0%) +139.3%
Krabi	(2,862) 326	(10,950) 1,266	(+282.5%) +288.3%
Ubon Ratchathani	(1,091) 235	(1,819) 380	(+66.7%) +61.7%
Udon Thani	(1,451) 319	(3,176) 665	(+118.8%) +108.4%
Bangkok	(44,345) 5,209	(60,924) 9,907	(+37.4%) +90.2%

Source: TAT data

2.3.4 Improving the comfort of tourists

Between February and March 2006, a beneficiary interview survey was conducted of 780 tourists, tourism-related business operators, and area residents in 26 sub-project locations concerning their opinions regarding the tourist facilities developed through this project, with the following results.

- 1) The opinion that the tourist facilities and the surrounding environment had improved as a result of this project was expressed by 66.2% of all respondents.
- 2) An overwhelming majority of 96.3% of respondents rated the facilities developed through this project favorably, saying they were either “highly useful” or “quite useful.”

The above indicates that this project has received enthusiastic support not only from tourists, but also from tourism-related business operators and surrounding area residents and can be evaluated as having contributed to the promotion of tourism and development in the areas where the project was implemented.

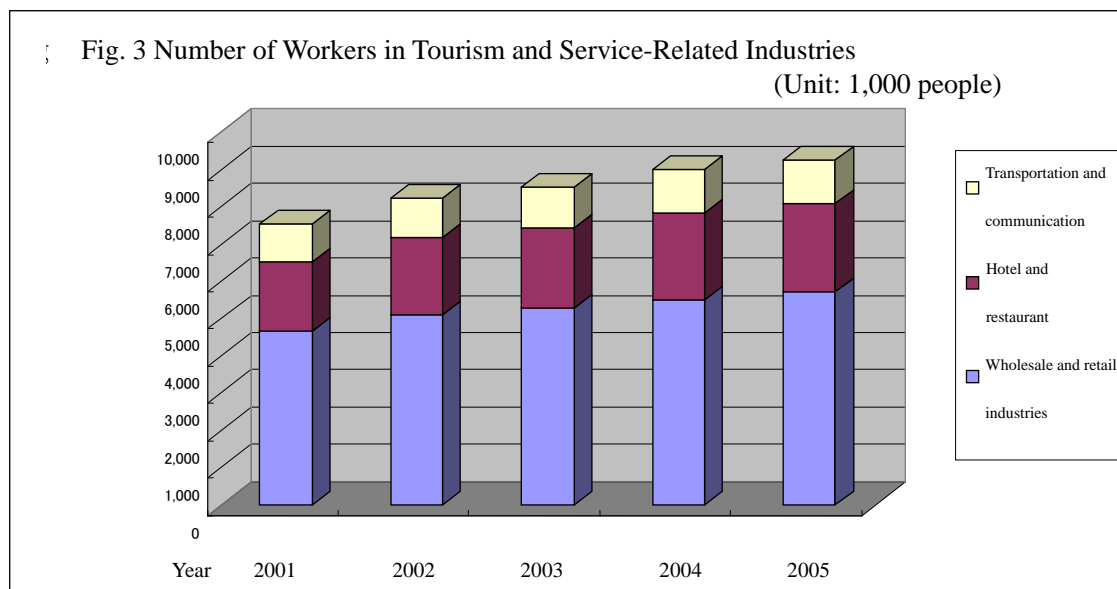
2.4 Impacts

2.4.1 Job creation

As shown in Fig. 3, the number of workers in tourism and service-related businesses (total for transportation and communications, hotels and restaurants, and wholesale and retail industries) has increased along with growth in the number of tourists, and is increasing by the year, reaching 9.26 million in the first quarter of 2005⁵. This accounts for 27.2% of employed persons in all of

⁵ Since the industry classifications used in labor survey statistics changed after 2001, comparisons with figures for number of

Thailand and 41.2% of persons employed in the non-farm sector, and in terms of number of employees, is second in size behind the farm sector. Judging from these statistics, it could be said that this project has contributed to job creation in Thailand.



Source: National Statistical Office

2.4.2 Correcting income disparities through regional development

Table 8 shows gross regional domestic product (GRDP) and gross per-capita income in each sub-project area before the project was implemented and in 2004. Although gross income in the sub-project areas was below the average for Thailand as a whole, the rate of growth surpasses that of the Bangkok Metropolitan area. Thus, the gap in income between the Bangkok area and the regional areas has been narrowing due to progress in regional development as advanced by this project.

Table 8. Gross Regional Domestic Product and Gross Per-Capita Income by Region

(Upper row: GRDP, unit: million baht;

lower row (in parentheses): Gross annual per-capita income, unit: baht)

	1993	2004	Rate of Increase
Northern Region Chiang Mai	56,254	93,540	+66.3%
	(39,588)	(58,962)	(+48.9%)
Northern Region Chiang Rai	25,494	41,856	+64.2%
	(23,325)	(32,935)	(+41.2%)
Southern Region Krabi	10,642	33,178	+211.8%
	(35,122)	(85,056)	(+142.2%)
Southern Region Phuket	21,367	54,845	+156.7%
	(116,760)	(192,588)	(+64.9%)
Southern Region Phang Nga	10,192	21,735	+113.3%
	(44,505)	(92,106)	(+107.0%)

workers by industry before 2000 could not be made, and therefore reference was made to figures since 2001.

Southern Region Songkhla	52,619	126,942	+141.2%
	(43,849)	(96,843)	(+120.9%)
Northeastern Region Ubon Ratchathani	32,804	52,774	+60.9%
	(20,187)	(30,482)	(+51.0%)
Northeastern Region Udon Thani	32,463	50,542	+55.7%
	(23,463)	(34,335)	(+46.3%)
Bangkok Metropolitan Area	1,331,384	1,908,140	+43.3%
	(200,630)	(283,780)	(+43.3%)
Ayutthaya	43,277	264,679	+511.6%
	(60,443)	(360,649)	(+496.6%)
Sukhothai	12,991	22,088	+70.0%
	(22,359)	(37,134)	(+66.1%)
Kanchanaburi	29,005	50,993	+75.8%
	(43,881)	(62,249)	(+41.8%)
Nong Khai	14,397	26,295	+82.6%
	(17,263)	(26,653)	(+54.3%)
Total for Thailand (per-capita average)	3,165,186	6,503,488	+105.5%
	(54,563)	(101,304)	(+85.7%)
Total Population of Thailand	58,010,000	64,197,000	

Source: NESDB

2.4.3 Acquisition of foreign exchange

As shown in Table 9, Thailand's international balance of payments has improved substantially, supported by growth in exports and increases in tourism revenues from foreign countries. This project has spurred an increase in foreign exchange by attracting tourists from foreign countries and thus has contributed significantly to an improvement in Thailand's international balance of payments.

Table 9. Thailand's International Balance of Payments (Unit: US\$ million)

	1993	2004	Rate of Increase
Total export income	36,553	94,941	+159.7%
Trade balance differential	△8,516	+1,460	
Total invisible trade balance	11,069	19,050	+72.1%
(Tourism revenues portion of above)	(5,643)	(10,057)	(+78.2%)
Total invisible trade balance differential	+2,390	+5,405	

Current balance	account	△6,126	+6,865	
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Source: Bank of Thailand

2.4.5 Burden on the environment

The tourism infrastructure development programs of this project included park development, construction of tourist facilities, improvement of riverbanks and footpaths, coastline development, historical preservation, and construction of tourist docks. Due to the character of the project, plans were implemented after careful study, with concern given to the impact on the environment and on residents' lives. It is judged, therefore, that the project placed virtually no burden on the environment.

2.5 Sustainability

2.5.1 Executing Agency

2.5.1.1 Structure

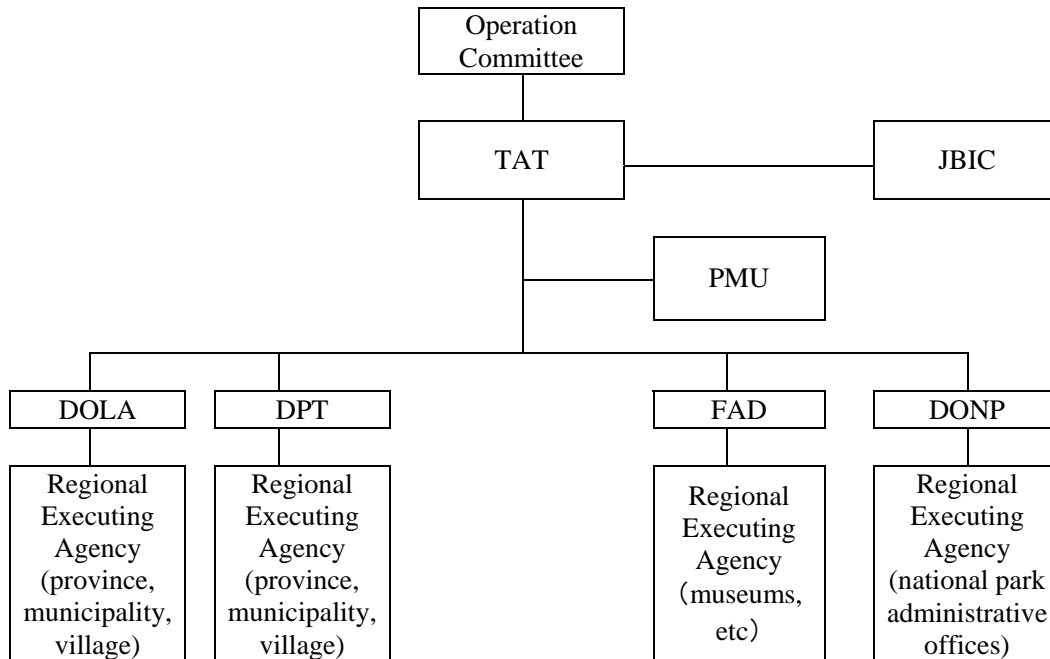
The executing agency of this project was TAT. Established in 1959, TAT was reorganized as an agency under the jurisdiction of the Prime Minister in 1979. Today, it is principally concerned with collecting, providing, and disseminating information, including production of advertisements, concerning the tourism sector as an agency under the Ministry of Tourism and Sports.

This project represented the aggregate of the sub-projects implemented in the various regions. Since construction, operation, and management of the sub-projects were undertaken by the executing agencies of each of the regions, TAT mainly played the role of coordinating the implementation of this project. Construction, operation, and management of each sub-project was performed by the various government agencies with jurisdiction over these projects as the executing agencies⁶ (e.g., the Department of Local Administration (DOLA) and the Department of Town & Country Planning (DPT) of the Ministry of Interior, the Fine Arts Department (FDA) of the Ministry of Culture, and the Department of National Parks, Wildlife and Plants (DONP) of the Ministry of Natural Resources and Environment).

To fulfill these various functions, the Operation Committee, whose members consisted of TAT and the other executing agencies, was formed, and a Project Management Unit (PMU) was established within TAT to coordinate project implementation.

⁶The actual function of each of the implementing agencies was to approve and allocate a budget for implementation of each sub-project, while supervision of construction at each site was performed by the local government (provincial, municipal, village-level) actually in charge of each sub-project and by the entrusted foundation.

Fig. 4 Organizational Chart of Project Executing Agencies



2.5.1.2 Technical capacity

Design and supervision of work for each sub-project was performed by the consultants commissioned by PMU. Work for each sub-project was procured by the executing agency of each sub-project, however, because the consultants' work supervision capabilities were inadequate in some sub-projects, there were instances where the project ended before completion.

2.5.1.3 Financial status

Tourism Authority of Thailand (TAT) is a government agency under the Ministry of Tourism and Sports. It has 1,000 employees, an annual operating cost of 44 million baht (FY2004), and operates entirely by the government's budget.

2.5.2 Operation and maintenance

2.5.2.1 Operation and maintenance agency

Operation and maintenance of the various facilities after completion of project was undertaken by the provincial, municipal, or village-level local government which took over the sub-project, and by a charitable foundation of the royal family. Operation and management of the various facilities was performed under each programs implemented by the various local governments and the foundation, and the O&M funds were secured as an annual budget for each local government.

As far as can be ascertained through observation of project sites, the various facilities have generally been maintained in a satisfactory manner, and no major problems with operation and maintenance were seen. In addition, a beneficiary interview survey performed at all project sites

concerning operation and maintenance of the facilities found a generally favorable evaluation of operation and maintenance.

The sub-project facilities located in the Phuket District were severely damaged by the Indian Ocean tsunami which struck in December 2004. However, restoration work was performed by means of a special budget set up by the Thai government, and at present the facilities have been completely restored.

3. Feedback

3.1 Lessons Learned

The huge tsunami in the Indian Ocean in December 2004 caused major damage to Thailand's tourist facilities, particularly those on Phuket Island. Some of the tourist facilities constructed under this project were damaged by the tsunami, but thanks to swift recovery assistance from the Thai government, the sites that sustained damage were completely restored. In addition, the number of tourists, which declined temporarily, has rebounded, so the impact on the tourist industry was minimized. Although natural disasters cannot be avoided, this episode indicated how important a swift response to disasters can be, and demonstrated the Thai government's keen interest in promoting the tourist industry.

Impact of the Indian Ocean Tsunami on the Tourism Industry and Local Efforts Following the Disaster

Impact of Tsunami on Tourism Industry

The number of fatalities in Thailand due to the December 2004 tsunami exceeded 5,000. The tsunami also had a severe impact on the tourism industry. According to the study by the Bank of Thailand, the loss of income by Thailand's tourism industry in 2005 was estimated at approximately US\$1 billion⁷. In addition, the study by *The Economist* magazine of the United Kingdom predicted that, as an estimate immediately following the disaster, the loss of tourism income would be 39.5 billion baht (of which the Phuket District would suffer a loss of 20.8 billion baht)⁸.

Afterward, Thailand's tourism industry quickly recovered, and according to the most recent data of the Bank of Thailand, the number of foreign tourists to Thailand's southern region and the hotel occupancy rate has recovered to pre-tsunami levels⁹.

⁷ Natural Resources and Environment Program Thailand Development Research Institute, "Economic Impact of Tsunami on Thailand," March 2005, p. 16

⁸The Economist Intelligence Unit, "Asia's tsunami: the impact," January 2005, p. 13

⁹ "Inflation Report April 2006," p. 17

Response by local government to the tsunami

After the tsunami disaster, Thailand's Phuket provincial government set up a system to quickly detect a tsunami and facilitate evacuation in order to ensure the safety of tourists after a tsunami disaster. On every beach, hazard maps showing the location of shelters and evacuation routes for when a tsunami warning is issued have been put up, along with signs that indicate the direction of and distance to shelters placed at various locations along the beach. In addition, new lifeguard stands have been erected on every beach, and full-time lifeguards watch the coast in order to ensure the safety of tourists. An additional 290 lifeguards were hired for this purpose. Thanks to these efforts, tourists can now relax and enjoy their leisure time at the beach, which has led to a rapid recovery in tourists traveling to Phuket.

3.2 Recommendations

- Because of the conditions of location, the number of users of some facilities is small. Measures to increase the number of visitors and more PR efforts are needed.
- Questionnaire surveys of visitors to some facilities have been performed. This is a good method of determining where problems existed, and should be done at other facilities. A system should also be set up to provide feedback of the results of these questionnaires.
- According to a beneficiary interview/questionnaire survey, facilities are generally being operated and maintained in a satisfactory manner. For some facilities, however, many expressed the opinion that improvements were needed. It is therefore necessary to take such views into account and make efforts to improve the operation and maintenance of these facilities so that they can continue to be used effectively.

Comparison of Original and Actual Scope

Regional Development Program

Item	Plan	Actual
(1) Project Scope		
Number of sub-projects	28	26
Number of facilities completed		26
(2) Project Period		
	September 1993-September 1998 (61 months)	January 1995-July 2002 (91 months)
(3) Project Cost		
Foreign currency	2,045 million yen	1,324 million yen
Local currency	917 million baht	836 million baht
Total	1,379 million baht (6,097 million yen)	1,258 million baht (3,950 million yen)
ODA Loan Portion	4,268 million yen	2,966 million yen
Exchange rate	1 baht = 4.42 yen	1 baht = 3.14 yen

Itemization of Completed Sub-Projects

Northern Region Chiang Mai District

- CM 1 Ping Riverbank Improvement Project
- CM 2 Chang Klan Road and Tha Phae Road Sidewalk Repair Project
- CM 3 Mae-Kha Canal Levee Repair Project
- CM 4 Ping River Landscape Development Project
- CM 5 Buak Hat Park Improvement Project
- CM 6 Chiang Mai Old City Walking Path Construction Project
- CM 7 Chiang Mai Old City Canal Landscape Improvement Project
- CM 8 Thaton Tourist Dock Construction Project
- CM 9 Chiang Mai Old City Castle Gate and Wall Repair Project
- CM 10 Chiang Mai Municipal Museum Construction Project

Northern Region Chiang Rai District

- CR 1 Doi Tung Tourist Facilities (botanical garden) Construction Project
- CR 2 Mae Fa Luang Facilities Construction Project
- CR 3 Golden Triangle Information Center Construction Project
- CR 4 Crown Princess Ha Chenrai Memorial Park Construction Project

Southern Region: Krabi

- KB 1 Krabi Riverbank Environment Improvement Project

Southern Region: Phuket

- PK 1 Surin Beach Development Project
- PK 2 Karon Beach Footpath and Landscape Development Project
- PK 5 Chalong Bay Tourist Dock Construction Project

Southern Region: Phang Nga

- PN 1 Phang Nga District Tourist Facilities and Landscape Development Project

Southern Region: Songkhla

- SK 1 Songkhla Historical District Restoration and Preservation Project

Northeastern Region: Ubon Ratchathani

- UB 1 Muang Khong Chiam Improvement Project
- UB 2 Kaen Sapu Tourist Facilities Improvement Project
- UB 3 Kaeng Tana National Park Tourist Facilities Improvement Project
- UB 4 Phatam National Park Improvement Project
- UB 5 Tohn Simuang Park Improvement Project

Northeastern Region: Udon Thani

- UD 1 Ban Chiang National Museum and Pho Si Nai Temple Restoration Project