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**The Ultimate Goal of Open DATA
is to drive Positive Change in Our lives.**

**But Establishing a Causal Connection
between Open DATA and Positive
Societal Change is Notoriously Difficult.**

**The Success of Open DATA must be
measured by whether it improves
people's lives**



”

Open Data Barometer Report 2018



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Executive Summary

Infrastructure Transparency Initiative (CoST)



By a notification of the Anti-Corruption Cooperation Committee given on October 11, 2019, Thailand committed itself to apply the internationally-recognized Infrastructure Transparency Initiative (CoST) to the development and deployment of tools that would help to ensure the complete transparency of Thai Public infrastructure development projects.



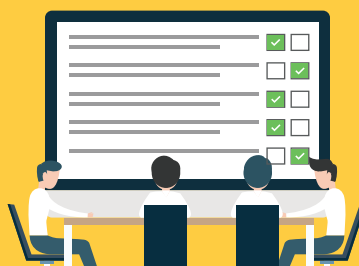
Disclosure

collected data from Government agencies that was relevant to infrastructure development. then have to publish data Cost website



Increase Participation

of the public by establishing public forums where interested parties could express their opinions and complaints.



Develop systems and standards

of the Assurance and disseminate to both CGD Provincial and Regional Finance Offices.



Develop rules and regulations

in accordance with the Public Procurement and Supplies Administration Act, B.E. 2560.

Between 2015 and 2020, a total of

798
projects

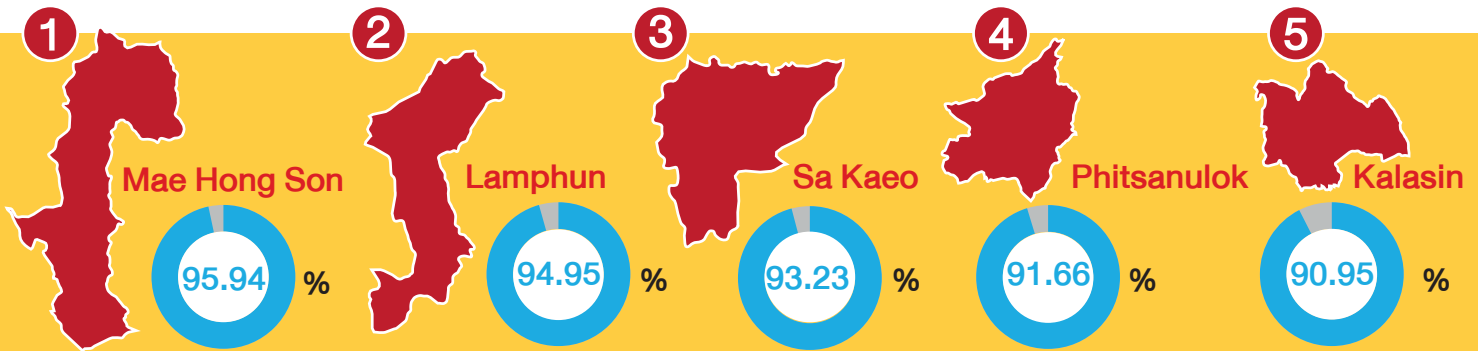
with a combined value of

184
billion baht

have been included in the CoST program.

At present, **654 projects** that have been enrolled into the CoST system have disclosed data on CoST website (112 originating from central government departments, 7 from state enterprises and 535 from local government offices), total budget is 80,652,000,000 baht. Price competition on this total came to **16.72%**, saving **13,483 million baht**. Overall data disclosure rates stand at **82.56%** and of the 18 ministries that manage projects covered by the CoST, it was found that at **91.94%** and **89.42%** respectively, the Ministry of Education and the Office of the Prime Minister have achieved the highest rates of disclosure.

At the regional level, Area 8 of CGD Office has the highest disclosure rate (87.13%), while at the provincial level, the 5 highest performing provinces are:



In the fiscal year 2020, the Assurance Team carried out site visits for 16 projects, and a further 98 projects were added to the visits by CGD Provincial Offices. 1,330 individuals of the public participated in the Public forum



Public views of infrastructure projects

78.28%

confidence in public construction projects.

95%

confidence in value for money and quality of work.

41.83%

thought that there was sufficient communication by the relevant government agencies that informing the public about the project.

Recommendations

To improve the quality of infrastructure Projects, analysis of the data indicates that 3 recommendations should be implemented, as follows:

1 Policy

Adjustments to policy that will improve the potential quality of the infrastructure Projects include:

Disregard budget Constraints when consider infrastructure projects.

Improve training for civil engineers in roads project.

Divide work/payment units of projects in accordance with the actual work being undertaken.

Classification contractors.

2 Procedure

The number of errors and mistakes occurring in project management should be reduced by making the following changes:

Clearly specify and enumerate project necessity and goals

Identify measure of preventing technical problems during project implementation.

Improve coordination between government agencies involved in the project.

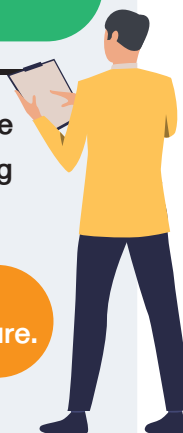
3 Participation

To reduce the number of potential obstacles and to improve the public's perception of public infrastructure, the following changes should be considered:

Increase support for public relations and develop better communication channels.

raise awareness for stakeholders.

Develop a mentoring system for data disclosure.



Introduction



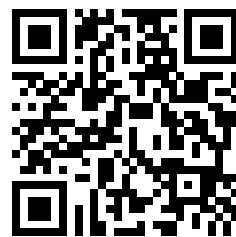
Infrastructure
Transparency
Initiative: CoST

“

It is system for gathering, evaluating and disseminating information relevant to state-funded infrastructure construction projects.

To ensure both the openness and the cost-effectiveness of public infrastructure, CoST also provides a means whereby the public may participate in the examination of data on these projects.

”



WATCH THE VIDEO

CoST was initiated in the United Kingdom and at present, there are

19

members



Thailand

joined the CoST program on September 22, 2014 and five years later, by an announcement in the Royal Thai Government Gazette, the Anti-Corruption Cooperation Committee approved the implementation of the program under the Government Procurement and Supplies Management Act of 2017, with effect from October 12, 2019.



Chapter



1



Notification of The Anti-Corruption Cooperation Committee (the A.C.C. Committee)

and Increasing Transparency in Government Construction Projects Infrastructure transparency Initiative (CoST)



By virtue of the powers granted by Section 17, paragraph 2 of the 2017 Government Procurement and Supplies Management Act, the Anti-Corruption Cooperation Committee has established the CoST program as the procedure to facilitate public participation in public procurement as prescribed in the Notification of the A.C.C. Committee. The program's guidelines and operations are described below.

1.1

Details of Notification

1



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The Anti-Corruption Cooperation Committee made a formal announcement regarding **Infrastructure transparency Initiative.**

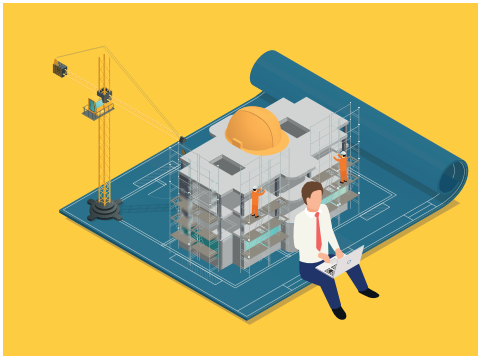
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2



Adherence to the provisions of CoST has been enforced **from the day following publication of the Anti-Corruption Cooperation Committee's announcement in the Royal Thai Government Gazette.**

3



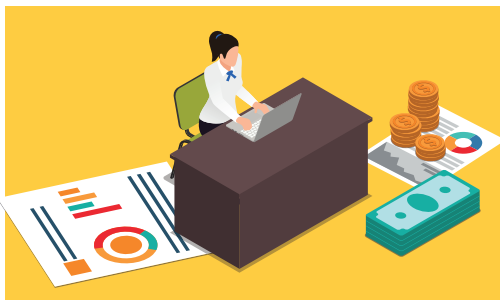
Under the Infrastructure Transparency Initiative (CoST),

“

state agencies responsible for overseeing state-funded construction projects are required to engage in a continuous process of disclosing to the public all data relevant to those activities, and to do so for the entire period during which the construction is being undertaken. This data is then subject to auditing by an Assurance Team and the results of this process are presented to a CoST sub-committee.

”

4



As per the requirements in clause 5, state agencies responsible for managing construction projects are required **to submit basic information of the project to the CoST sub-committee within 15 working days of budget allocations being approved for the project.**

5



A CoST sub-committee is responsible for selecting construction projects for inclusion within the CoST program, subject to the following requirements.

5.1 Construction projects for which procurements will be made, in Electronic Government Procurement System (e-GP), should have the following characteristics:

(5.1.1) The highest value of construction projects from central government agencies.

(5.1.2) For local government, it should meet the following criteria:

(5.1.2.1) The highest value of construction project from Provincial Administrative Organization.

(5.1.2.2) Construction project value from 7 million baht from the municipality.

(5.1.2.3) Construction project value higher than 7 million baht from the Subdistrict Administrative Organization.

(5.1.2.4) The highest value of construction projects from Special Form of a Local Administrative Organization (i.e., in Bangkok or Pattaya).

(5.1.3) Construction project value from 500 million baht from state-owned enterprise.

(5.1.4) The highest value of construction projects from other government agencies.

5.2 The construction project will affect the public.

5.3 There is a high degree of certainty that work will commence on the construction project.

5.4 The project may be proposed by the government agency for themselves.

5.5 The CoST sub-committee agrees to include the project in the CoST program.

6



The obligations of stakeholders involved in the CoST program are as follows:

6.1 Procuring entities are required to fully disclose all relevant data on the project for the entire period during which construction is underway.

6.2 The Comptroller General's Department Secretary to the CoST sub-committee (MSG), have a responsibilities to hire an Assurance Team.

6.3 The responsibilities and duties of the Assurance Team are as follows:

(6.3.1) Monitoring the accuracy and completeness of disclosed data.

(6.3.3) Coordinate with the Secretary to the CoST sub-committee when requesting additional information from procuring entities.

(6.3.2) Publish an Assurance Report detailing the results of the assurance results.

(6.3.4) Present the Assurance Report to the CoST sub-committee.

6.4 Once the Anti-Corruption Cooperation Committee has approved the results of the assurance results, the Comptroller General's Department will present the findings to the procuring entities and publish to the public.

6.5 In case that the Assurance Team discovers irregularities or omissions in the data or evidence of behavior that indicates that corruption has occurred or that might lead to corruption occurring, a report should be submitted to the CoST sub-committee for its consideration.

7



The cabinet agreed by a resolution on January 10, 2017 that any projects enrolled into the CoST program for which work is not yet complete should continue to be covered by the program. Moreover, individuals who have been assigned responsibilities and duties under the program should continue with these, while also developing guidelines and procedures to comply with the cabinet resolution and then to apply these to future work carried out under the CoST scheme until such point as this work is complete.

1.2 CoST guidelines

CoST International has set up the following guidelines:



1.3 Theory of Change in Thailand

The theory of Change works to connect a business model or the main axis of operations of a business with long-term outcomes, and this helps to identifying the direction of CoST Thailand to meet specified goals and achieve measurable short-term outcomes. In this regard, there are 4 major indicators.

Designating the procedures for data disclosure.



Ensuring that the review process meets designated standards.



Establishing common rules and regulations.



Developing co-operative working practices between public sectors and citizen.



Thailand has implemented CoST since fiscal years 2015, and throughout this period, operations have been carried out in full compliance with all four indicators.



Designating the procedures for data disclosure: CoST Thailand has been responsible for ensuring that state agencies that are enrolled into the CoST meet the requirements of 40 data points Infrastructure Data Standard(IDS) which 25 of these is filled automatically from the e-GP system and the remaining 15 are completed by CoST officers This should provide transparency in term of data disclosure.



Ensuring that the monitoring process meets designated standards: This entails establishing quality standards for the auditing of data that are in accord with the CoST International standards, and that will in the future meet ISO 17025 requirements. This will then lead to and reinforce the principle of accountability.



Establishing common rules and regulations: In its role as Secretary to CoST Thailand, the Comptroller General's Department has ruled that CoST will be operated under the provisions of the Government Procurement and Supplies Management Act of 2017, which will help to ensure that the CoST process establishes transparency in state-funded construction projects.

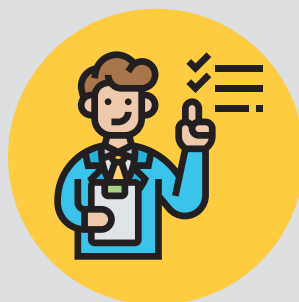


Developing co-operative working practices between public sector and citizen: This is being achieved by establishing platforms where They may voice their opinions, which will then lead to Improve accountability.

Thailand has been successful in achieving its short-term outcomes and has now entered into the process of working towards the mid-term outcomes, with the expectation that this will be accomplished over the 4 years from 2020 to 2023. This will then open the way to the successful accomplishment of the two long-term outcomes of effectiveness and efficiency, which themselves have the 3 aspects of:



Disclosure



Verifiability



Participation



Mid Term outcome

Develop the participatory system to increase transparency and disclosure and improve accountability.



Long Term

Develop organizational cultures that increase transparency, verifiability and disclosure, and public participation.



Project Goals

Outcome	Mid-Term				Long-Term
	2020	2021 - 2022	2023 - 2024	2025	
 Disclosure	All state agencies responsible for construction projects enter the CoST program and fully disclose data as per the requirements .	The web application is used to facilitate the disclosure of data on construction projects by the agency responsible.	The selection criteria for projects for which data is disclosed are extended to encompass all state-funded construction projects.	Compliance with data disclosure requirements is increased to ensure 100% of data requirements are met and that the information submitted is complete.	Every construction project included in the CoST program is 100% compliant with all data disclosure requirements.
 Verifiability	A system is established to select and randomly assess projects enrolled in the CoST program.	Standard criteria are established for the auditing and reviewing of data submitted for analysis.	The auditing and review process are improved to meet international standards.	The procedures that are in place at regional financial offices are tested and the standards of operations are raised.	International standards are maintained for the systems for auditing and reviewing project data.
 Participation	Members of the public are able to access data disclosed on public-sector construction projects, and are able to make officials aware of problems and impacts arising from projects included in the CoST program.	The procedures for ensuring state, private-sector and public participation in public-sector construction are in accordance with the principles of good governance.	Procedures are established to ensure that the public have shared responsibility for the project following its completion.	All public-sector construction projects maintain processes that ensure public participation in accordance with the CoST Thailand principles.	Public participation occurs at all stages of the construction process.

Chapter



Overview of the CoST Thailand

the Fiscal Years 2015–2020



The implementation of the CoST in Thailand began with a pilot project in 2015. Two years later, in 2017, 5 public-sector construction projects involved in CoST. These were all large-scale developments that were significant in terms of their budgetary requirements, their effects on the environment, their consequences for local communities, and others. In the 2018 CoST Thailand was extended to include construction projects managed by central government agencies, state enterprises and local government organizations, which is the first time that the local government had been covered by CoST. In the 2019 **141 projects** with a total budget of **72.06 billion baht** participated in the CoST program and this grew to **252 projects with a budget of 97.89 billion baht.**

Currently, CoST Thailand expanded substantially to cover a total of

798
projects

central
government
agencies

147
projects

state
enterprises

23
projects

local
governments

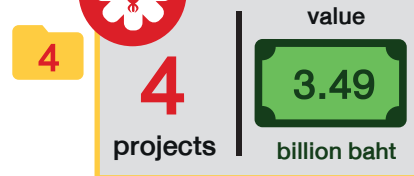
628
projects



Roads and bridges



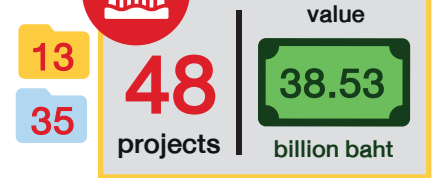
Hospitals



Amenities and public facilities



Irrigation works



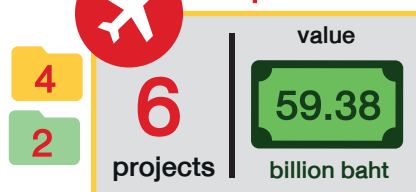
Ports



Buildings and museums



Airports



Public utilities



Over the period from 2015 to 2020, **798 construction projects** were included in the CoST Thailand and **these having a value of 184.2 billion baht**. Procuring entities have disclosed data relevant to the construction work through the CoST website, which is managed by the Comptroller General's Department

Of the projects selected for enrollment in the CoST program between **fiscal years 2015 to 2020**, **702 projects have disclosed data to CoST**, split between **654** that have begun procurements and **48** that have yet to do so. Average disclosure rates stand at **82.56%**.

Fiscal year
2015

3
projects
2 central government agencies
1 state enterprises

Budget **\$ 47,215** million baht
Focal Price **\$ 43,788** million baht
Value of contracts **\$ 39,282** million baht

Difference between
16.80 % **10.29** %
budget and contracts value Focal Price and contracts value

Fiscal year
2016

4
projects
central government agencies

Budget **\$ 4,830** million baht
Focal Price **\$ 4,531** million baht
Value of contracts **\$ 3,313** million baht

Difference between
6.18 % **26.89** %
budget and contracts value Focal Price and contracts value

Fiscal year
2017

5
projects
1 central government agencies
1 state enterprises
3 local governments

Budget **\$ 1,338** million baht
Focal Price **\$ 1,197** million baht
Value of contracts **\$ 1,070** million baht

Difference between
20.03 % **10.67** %
budget and contracts value Focal Price and contracts value

Fiscal year
2018

121
projects
26 central government agencies
5 state enterprises
90 local governments

Budget **\$ 9,782** million baht
Focal Price **\$ 9,653** million baht
Value of contracts **\$ 8,480** million baht

Difference between
13.31 % **12.15** %
budget and contracts value Focal Price and contracts value

Fiscal year
2019

106
projects
22 central government agencies
84 local governments

Budget **\$ 3,786** million baht
Focal Price **\$ 3,808** million baht
Value of contracts **\$ 3,121** million baht

Difference between
17.57 % **18.04** %
budget and contracts value Focal Price and contracts value

Fiscal year
2020

415
projects
57 central government agencies
358 local governments

Budget **\$ 13,699** million baht
Focal Price **\$ 13,247** million baht
Value of contracts **\$ 11,902** million baht

Difference between
13.12 % **10.15** %
budget and contracts value Focal Price and contracts value

Fiscal year
Total

654
projects
112 central government agencies
7 state enterprises
535 local governments

Budget **\$ 80,652** million baht
Focal Price **\$ 76,227** million baht
Value of contracts **\$ 67,169** million baht

Difference between
16.72 % **11.88** %
budget and contracts value Focal Price and contracts value

2.1

Data Disclosure Rates by Type of Construction Project



Public utilities

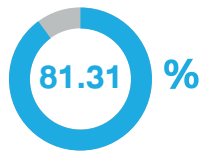
55

projects

Budget

1,897
million baht

Data disclosure



Average number of bidders

3.15
per project

Public facilities

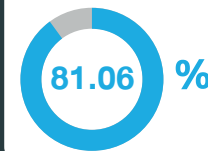
37

projects

Budget

5,235
million baht

Data disclosure



Average number of bidders

3.09
per project

Irrigation

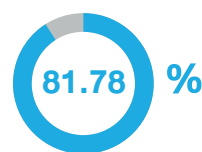
38

projects

Budget

17,365
million baht

Data disclosure



Average number of bidders

4.11
per project

Roads and bridges

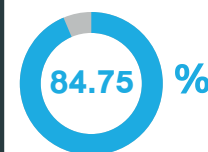
416

projects

Budget

40,310
million baht

Data disclosure



Average number of bidders

4.41
per project

Ports

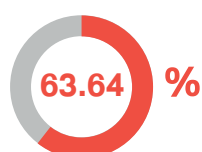
1

projects

Budget

39
million baht

Data disclosure



Average number of bidders

1
per project

Airports

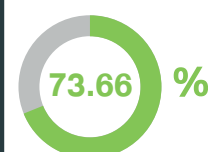
6

projects

Budget

59,378
million baht

Data disclosure



Average number of bidders

2.4
per project

Hospitals

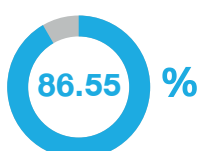
4

projects

Budget

3,488
million baht

Data disclosure



Average number of bidders

8.75
per project

Buildings and museums

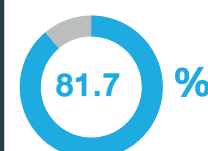
145

projects

Budget

17,467
million baht

Data disclosure

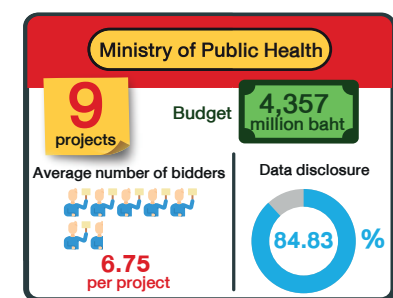
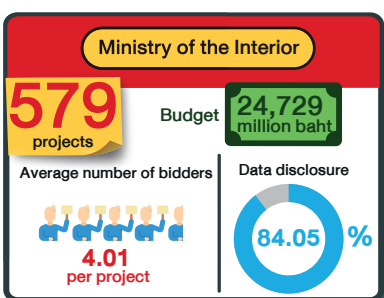
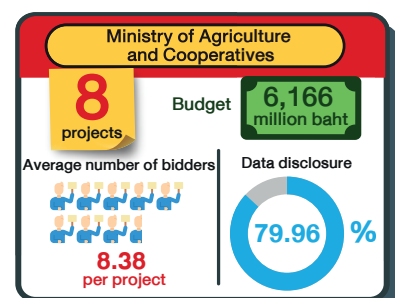
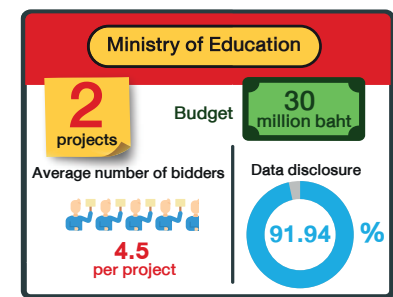
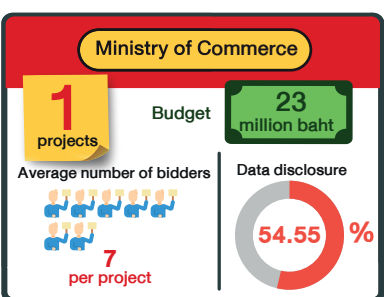
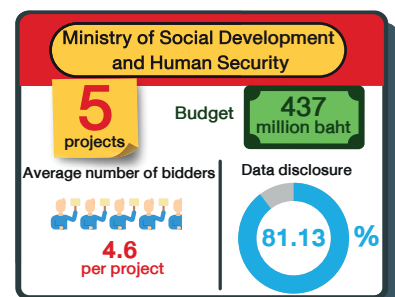
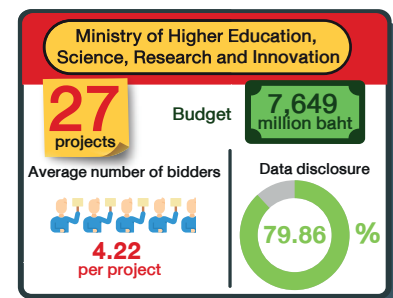
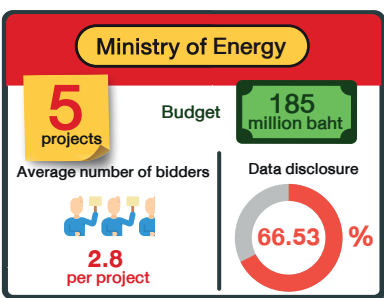
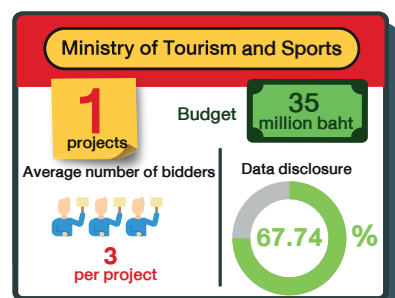
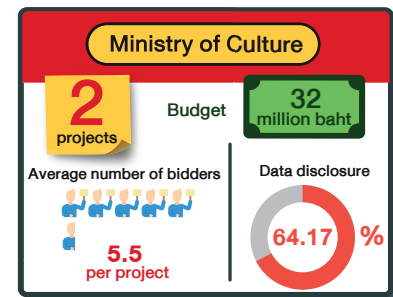
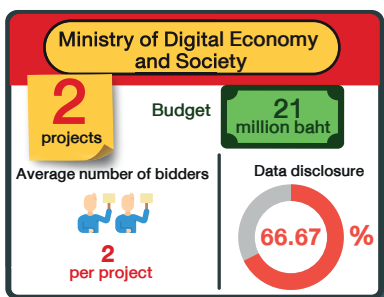
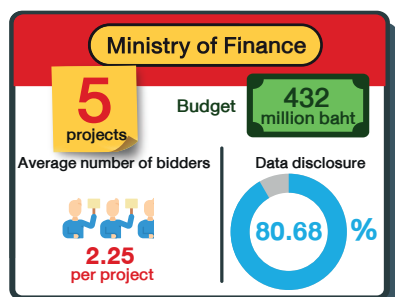
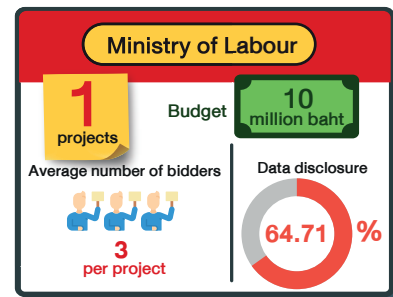
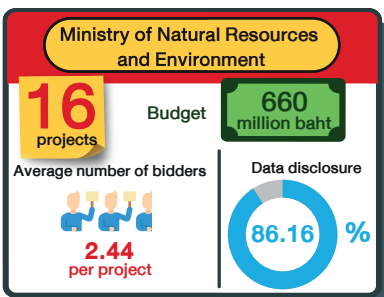
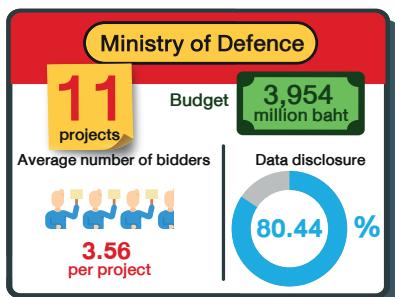
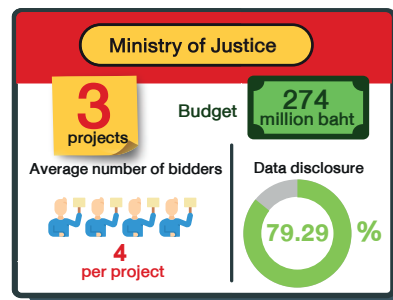
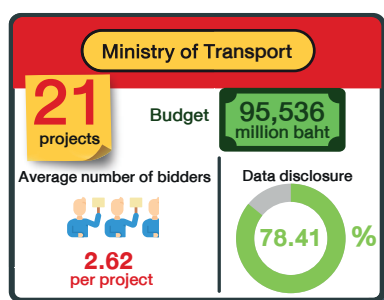
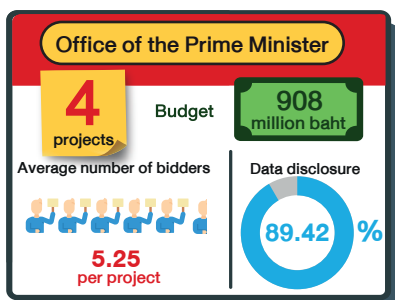


Average number of bidders

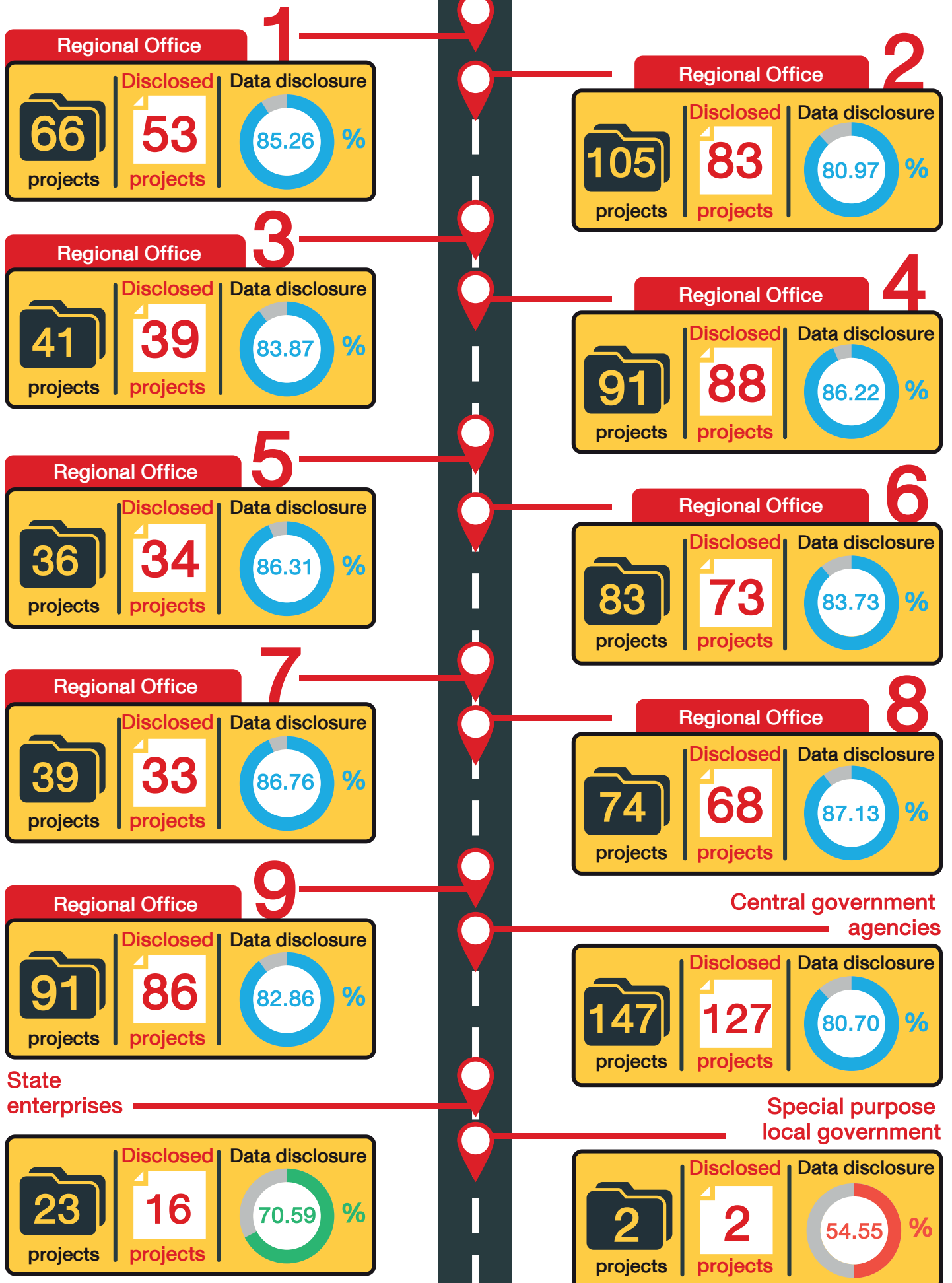
3.32
per project

2.2

Data Disclosure Rates by Individual Ministries



2.3

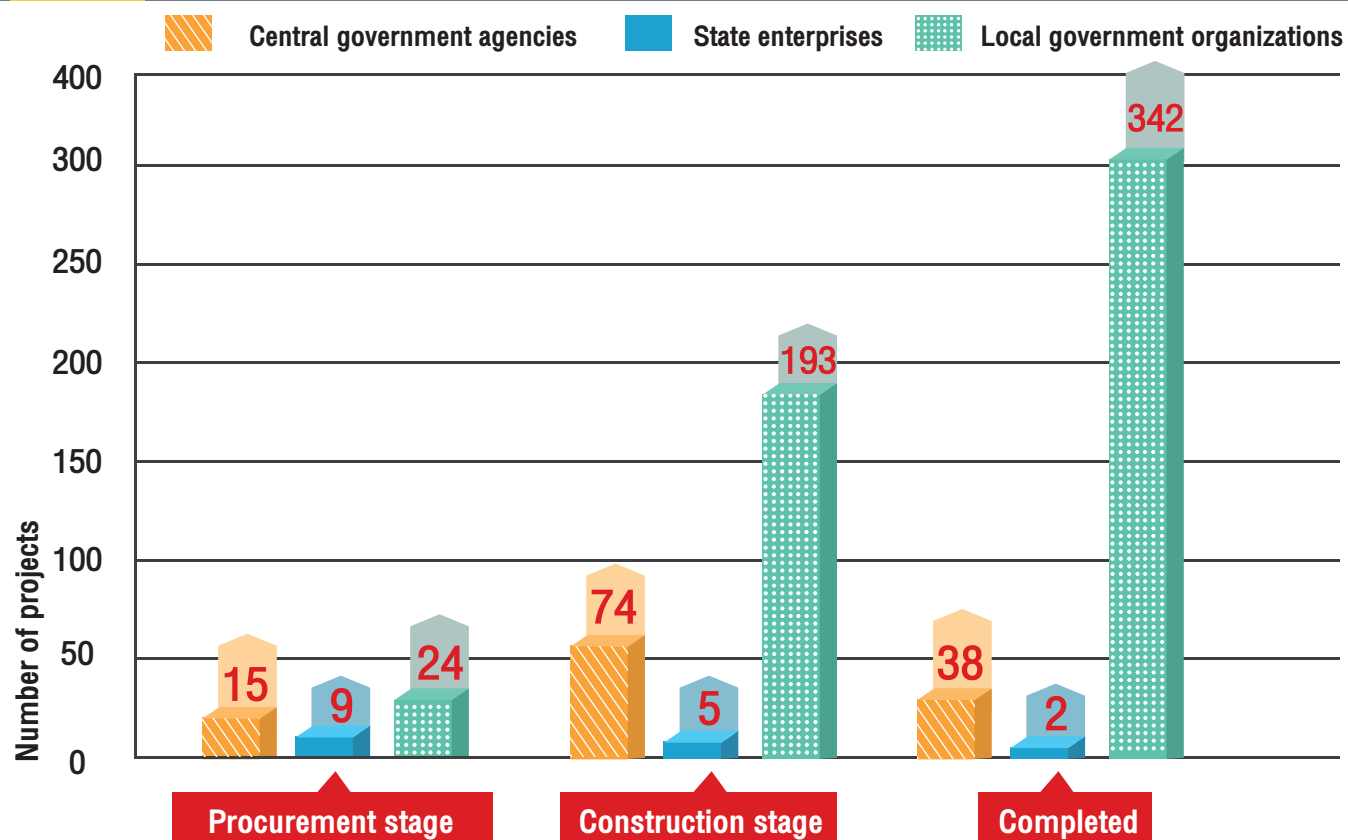
Data Disclosure Rates by regional office
of the Comptroller General's Department

Note : The difference between number of

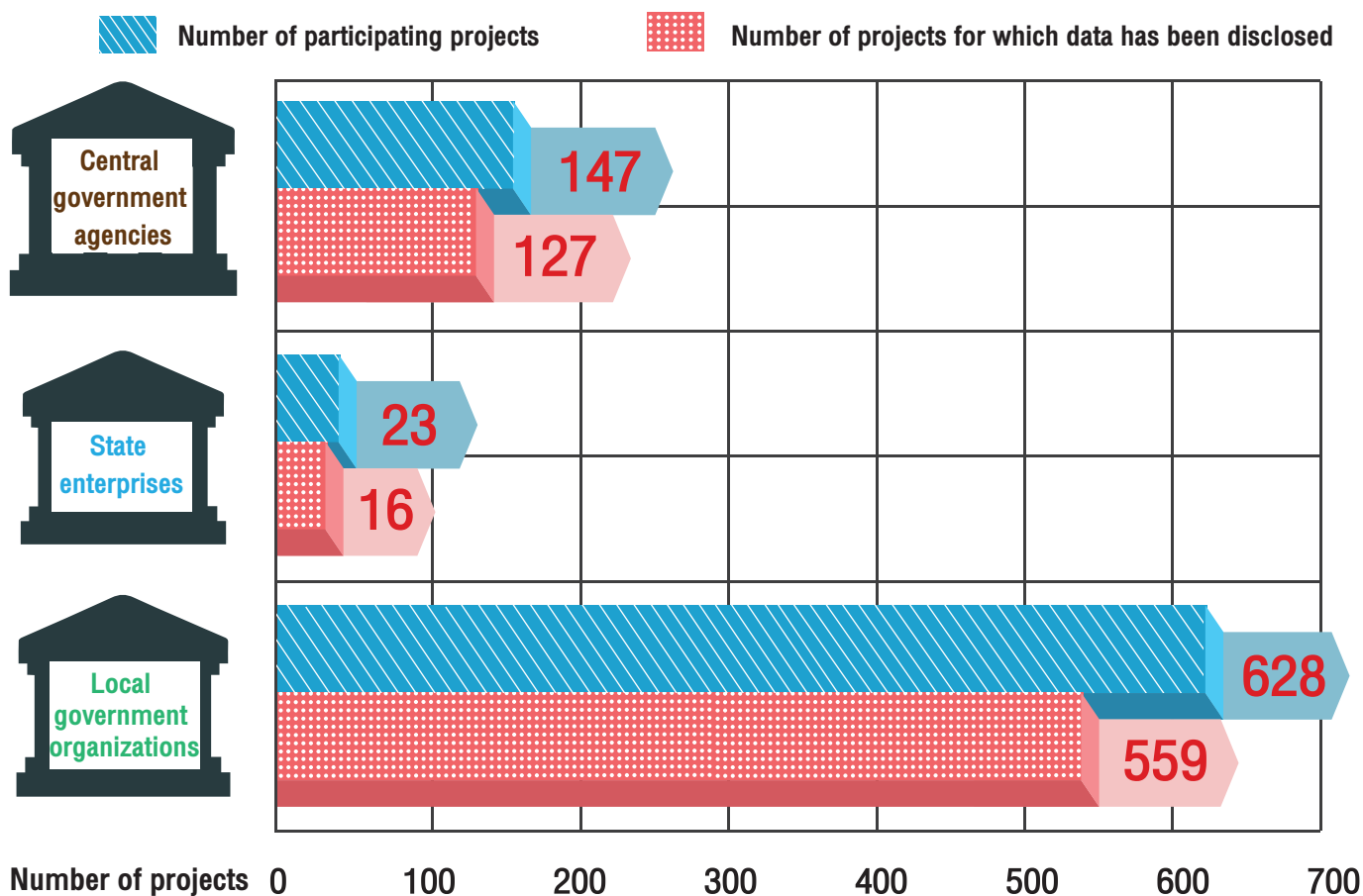
project and disclosed is in preparation stage

2.4

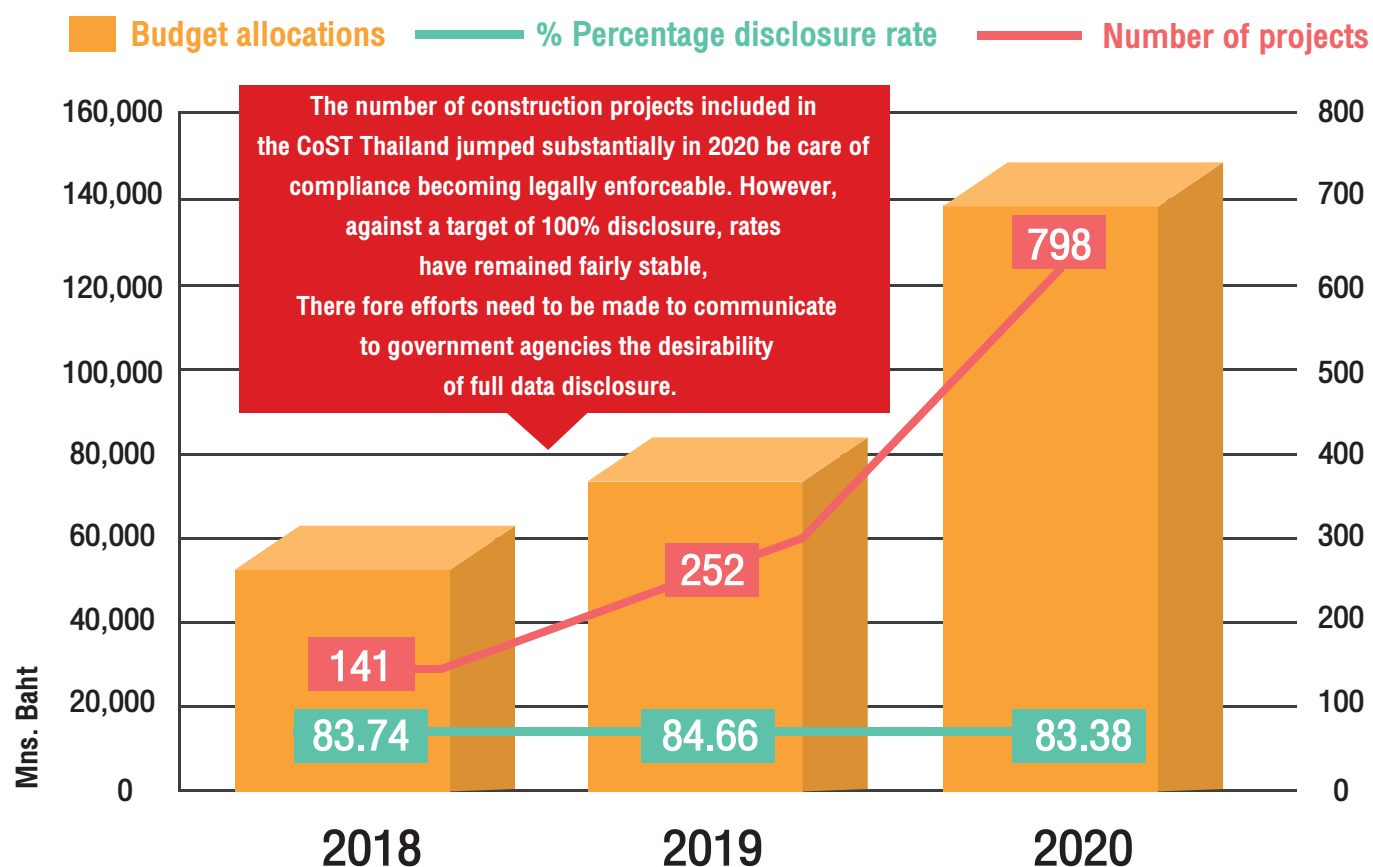
Number of Projects for which Data has been Disclosed on the CoST Website by status of Projects.



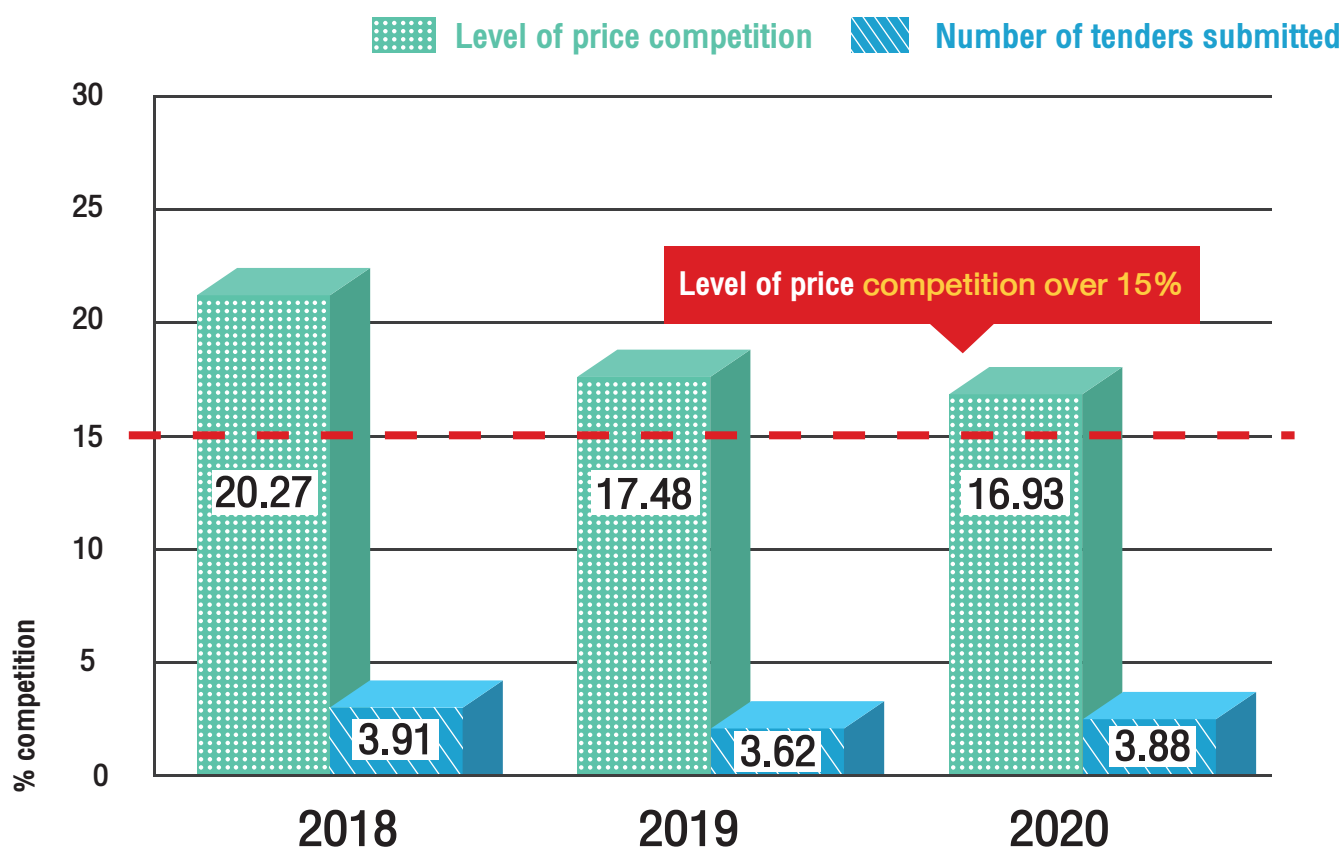
Number of Projects for which Data has been Disclosed on the CoST Website



CoST Thailand, 2020: Budget Allocations, Number of Projects and Disclosure Rates

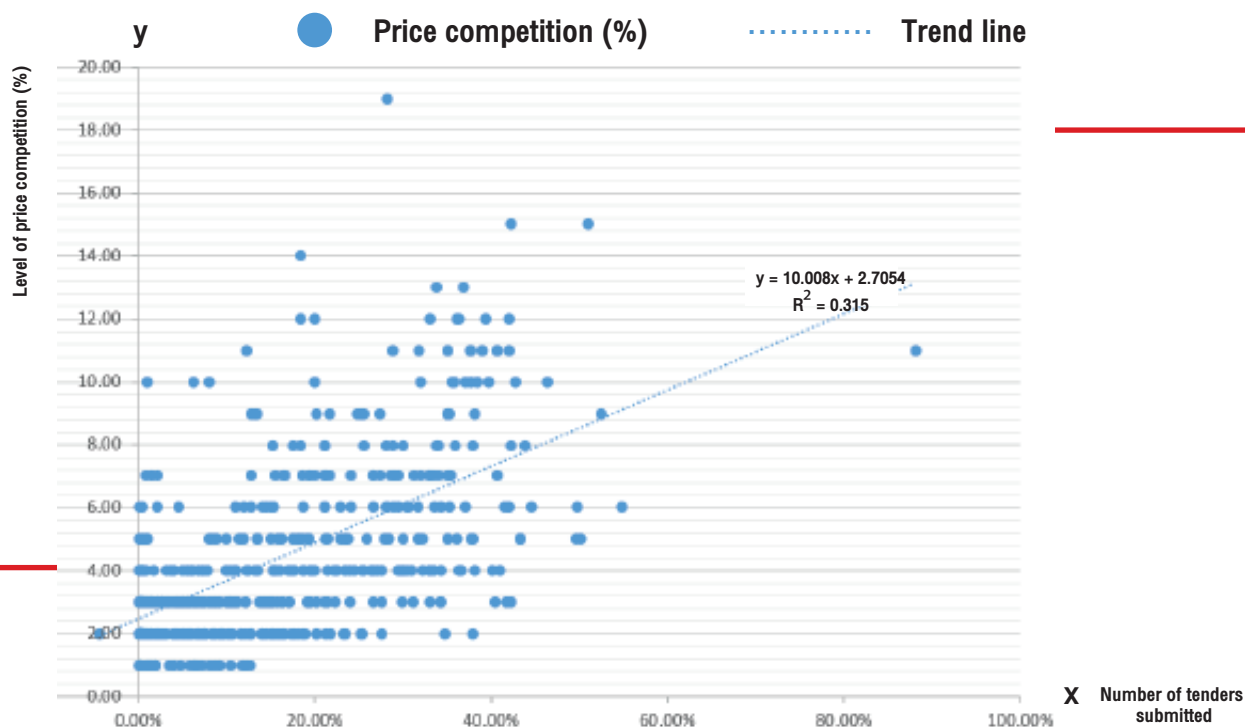


CoST Thailand, 2020: Number of Tenders Submitted and Level of Price Competition



2.5

Analysis of CoST Thailand Based on Data from 702 Projects



The linear regression indicates a correlation resulting in price competition levels of 15% coinciding with 4 tenders being submitted.

Analysis by linear regression gives an R2 value of 0.315

Although there appears to be a relationship between price competition and the number of bidders, it is not clear from this analysis whether the number of bids submitted has a determinant influence on the level of competition, and so it is necessary to consider other factors, including the budget, their location and the type of work carried out.

Relationship between data disclosure and level of price competition

Regression Statistics	
R Square	0.485740292
Adjusted R Square	0.483695302
Standard Error	0.140047891
Observations	702

Tip: The R-squared value represents the degree of correlation between sets of data; as values approach 1, the degree of correlation tightens.

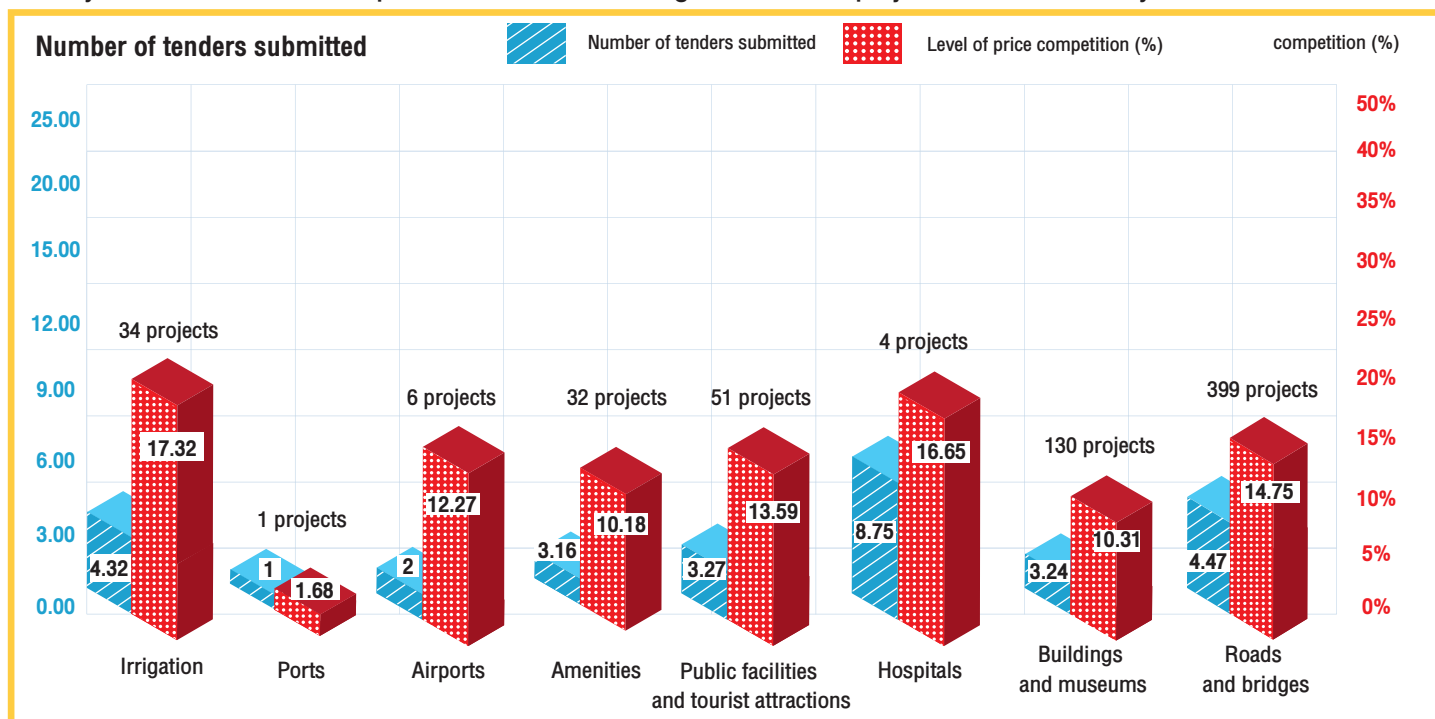
Initially, data disclosure rates do not appear to have a significant influence on the level of price competition ($R^2 = 0.49$). However, the number of projects analyzed is fairly low and, in the future, if a greater number of projects are enrolled in CoST, it may be possible to analyze the data more accurately, and it may emerge that data disclosure rates have a greater influence on levels of price competition than this initial analysis indicates.

*Note R Square = Coefficient of multiple determination

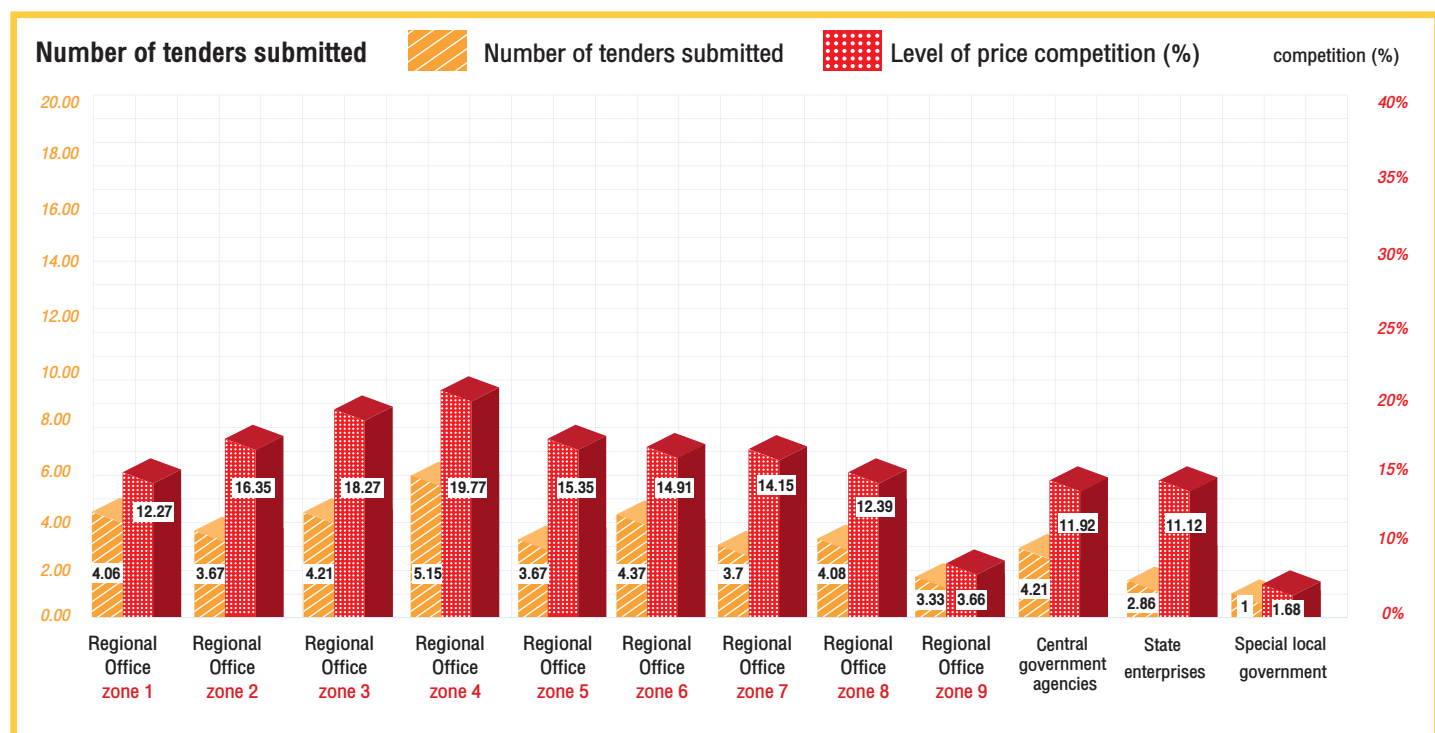
Adjusted R Square = The R-squared model adjusted for the model's terms

Standard Error = Average divergence of data points from the regression line

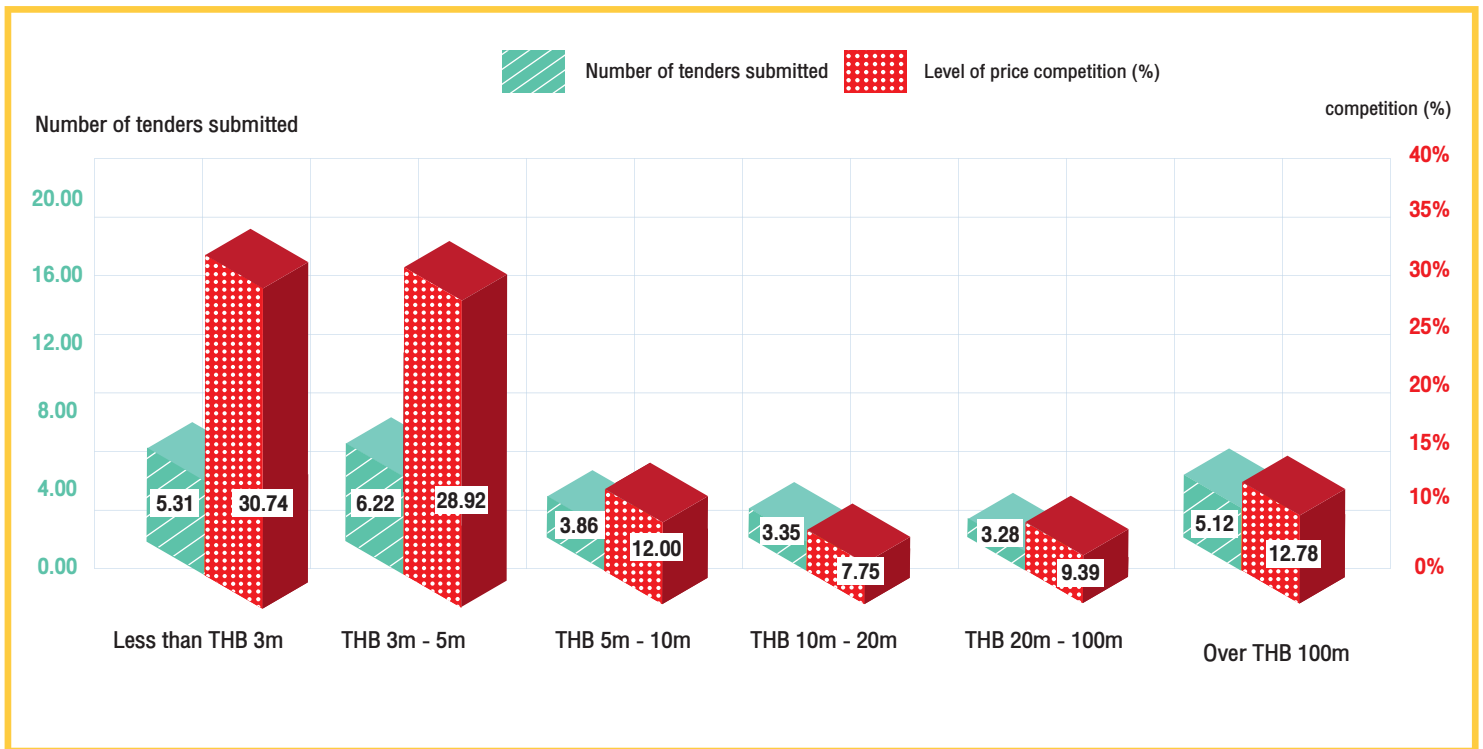
Analysis of the relationship by type of project reveals that the data for work on roads and bridges meets the expected relationship shown by the linear regression, that is having 4 tenders submitted results in price competition of 15%. However, for irrigation work and hospitals, the number of participants in the bidding process and the level of price competition are higher than the average. This might not be desirable since high levels of competition could result in the winning bid having a value significantly lower than the cost estimate, and this may cause the contractor to incur losses or to become insolvent, it means that they would be unable to complete their contractual obligations and the project would suffer delays.



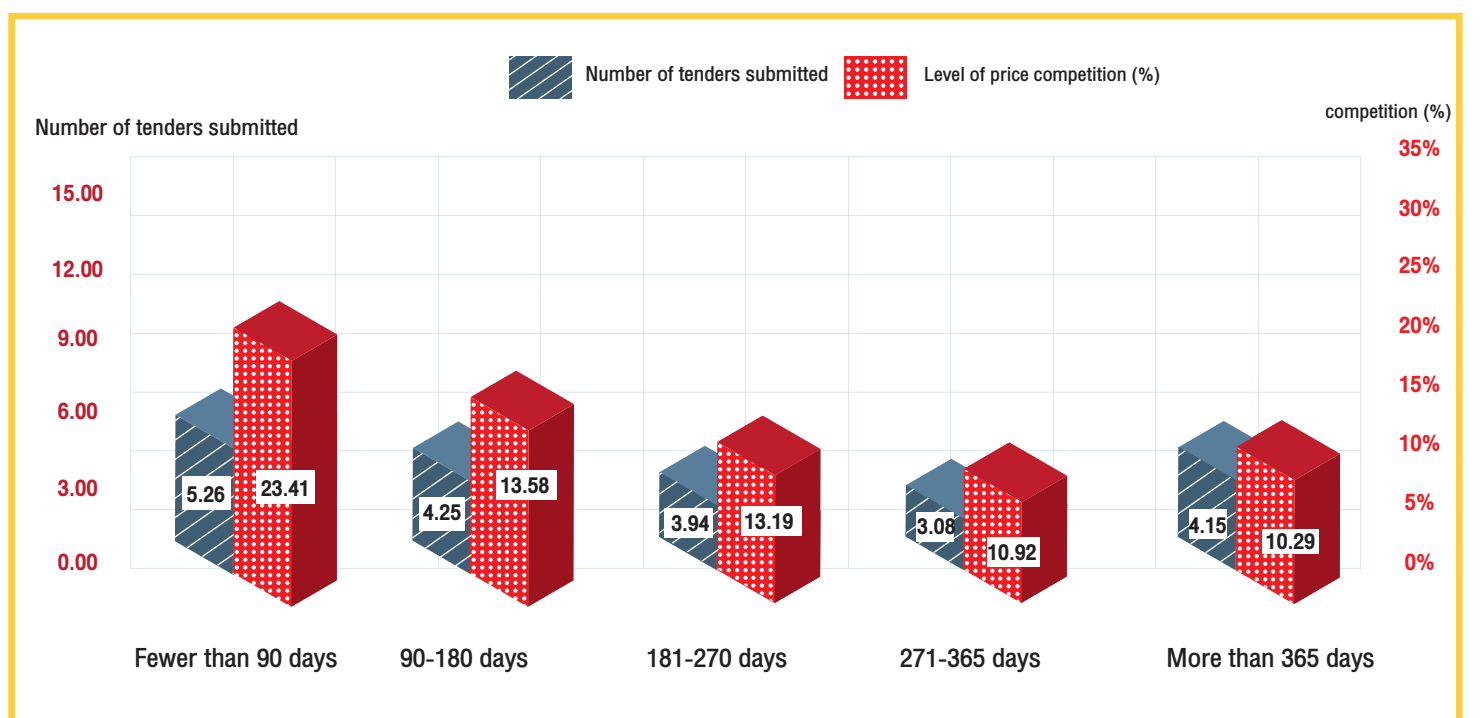
Analysis of projects with reference to the Regional office of the Comptroller General responsible shows that for those in the northeast of the country (Regional Offices zone 3 and 4), levels of price competition were higher than other areas, while for the far south (Regional Office zone 9), price competition was weak. In the latter case, however, there are special rules in place in the 3 border provinces of the far south that exempt agencies from the requirement to consider bids based on price, allowing them instead to use their own criteria. Tenders that have been submitted according to the latter have an average value 3% below the focal price, whereas in areas where tenders are chosen by the normal process of considering bid prices, these average a value 12% below the estimate.



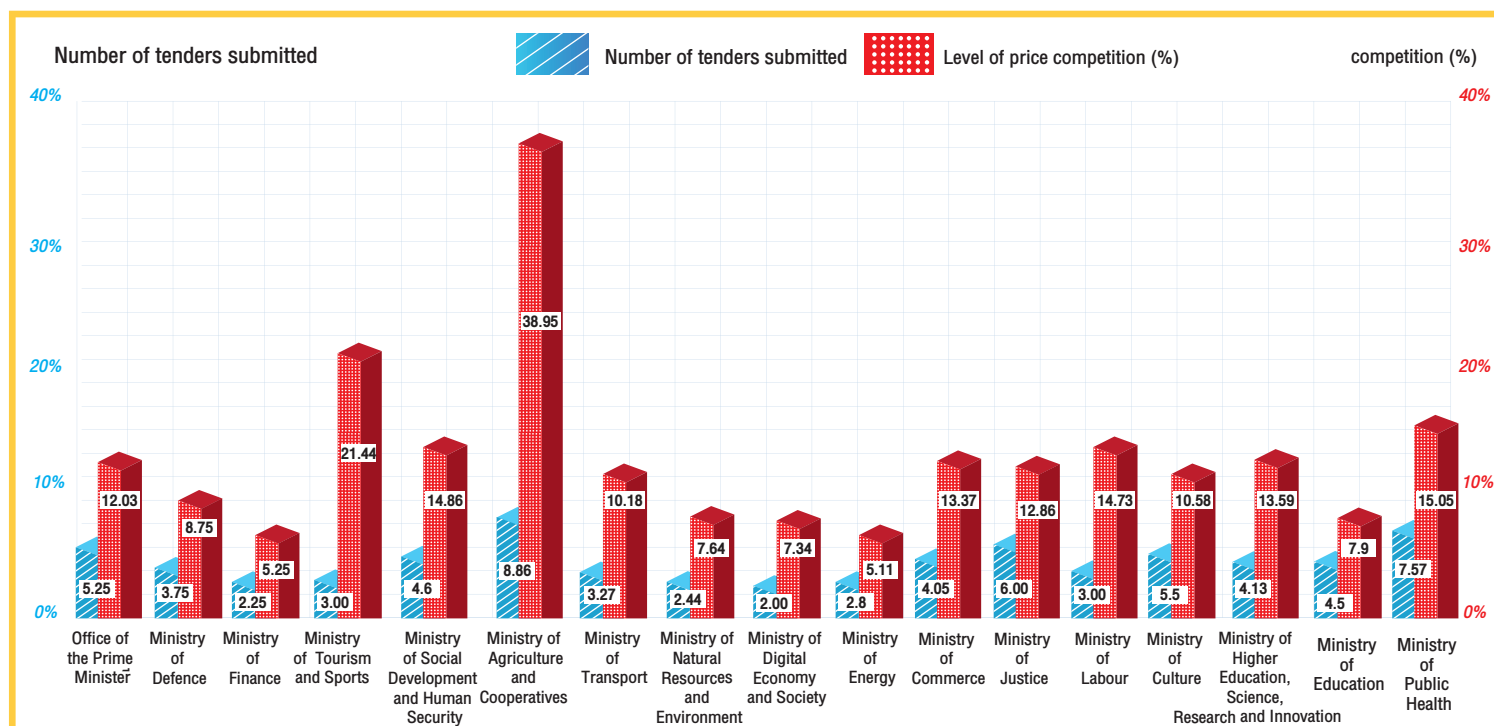
In terms of the relationship between price competition and the value of the project, the data shows that for projects that have a value less than 5,000,000 baht, competition is at a high level, and a large number of tenders are submitted, though this may increase the risk of project delays.



Indeed, when projects are considered with reference to the duration of the project, there is typically a strong relationship between a project's being completed within 90 days and its receiving a large number of bids and showing a high level of price competition, while projects completed in less than 180 days, generally also receive a higher than average number of bids.



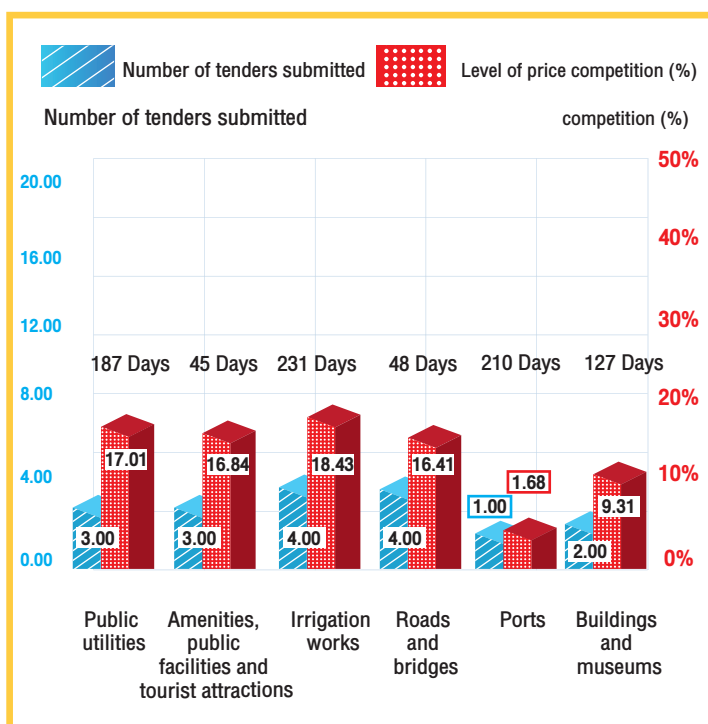
Number of bidders submitted and level of price competition by Ministry



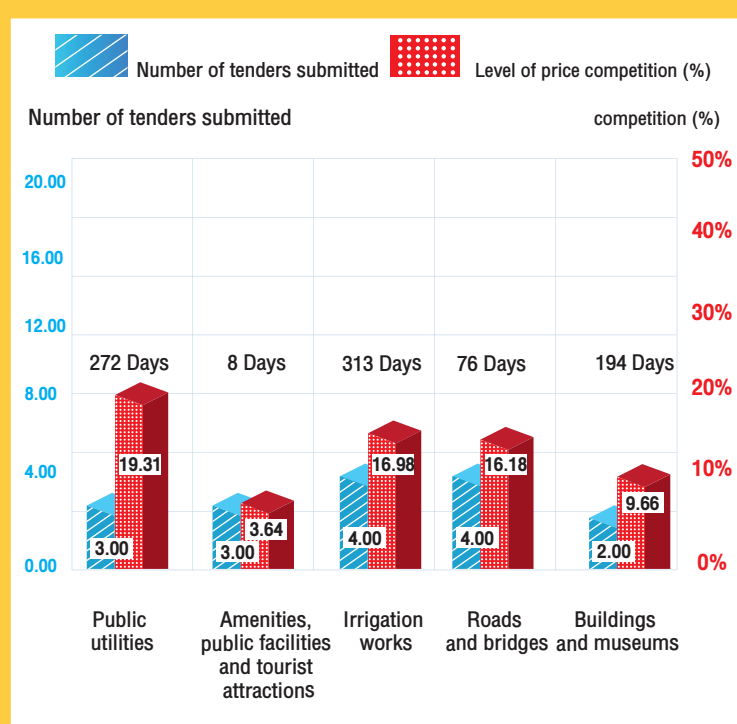
Considered with reference to the ministry overseeing the project, price competition is relatively high for those that fall under the oversight of the Ministry of Agriculture and Cooperatives. For these, price competition is **38.95%**, followed by projects managed by the Ministry of Tourism and Sports, for which price competition is **21.44%**.

Overruns were recorded for 162 projects. 69 of these were categorized as being in contract management process while the remaining 93 were completed.

Delayed Projects (162)



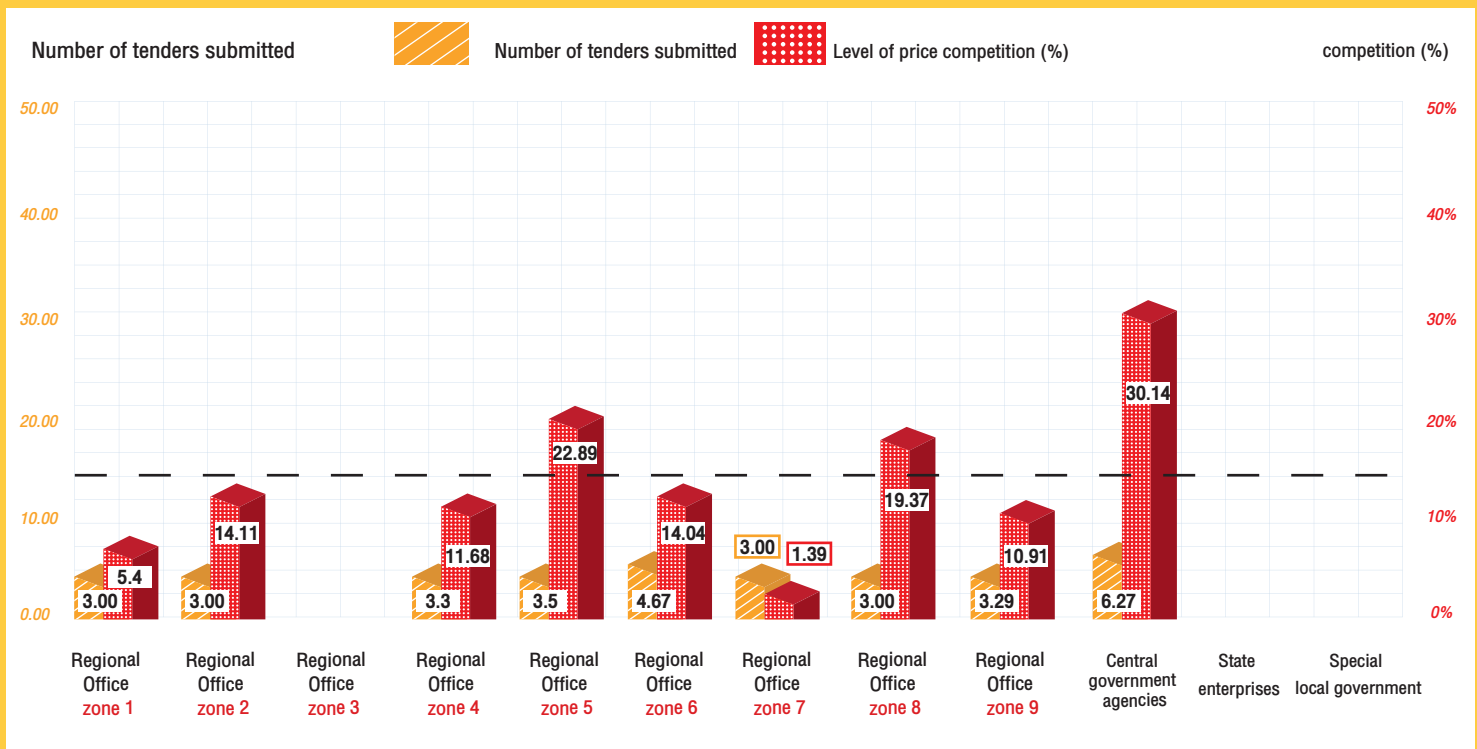
Construction Phase Delays (69 Projects)



These statistics show that projects connected to **irrigation and public utilities suffered the longest delays, these running to 243-334 Days**. The next worst affected were ports, though this might be a consequence of there having been only a single tender submitted and the low levels of data disclosure. Details of these delays are given below,

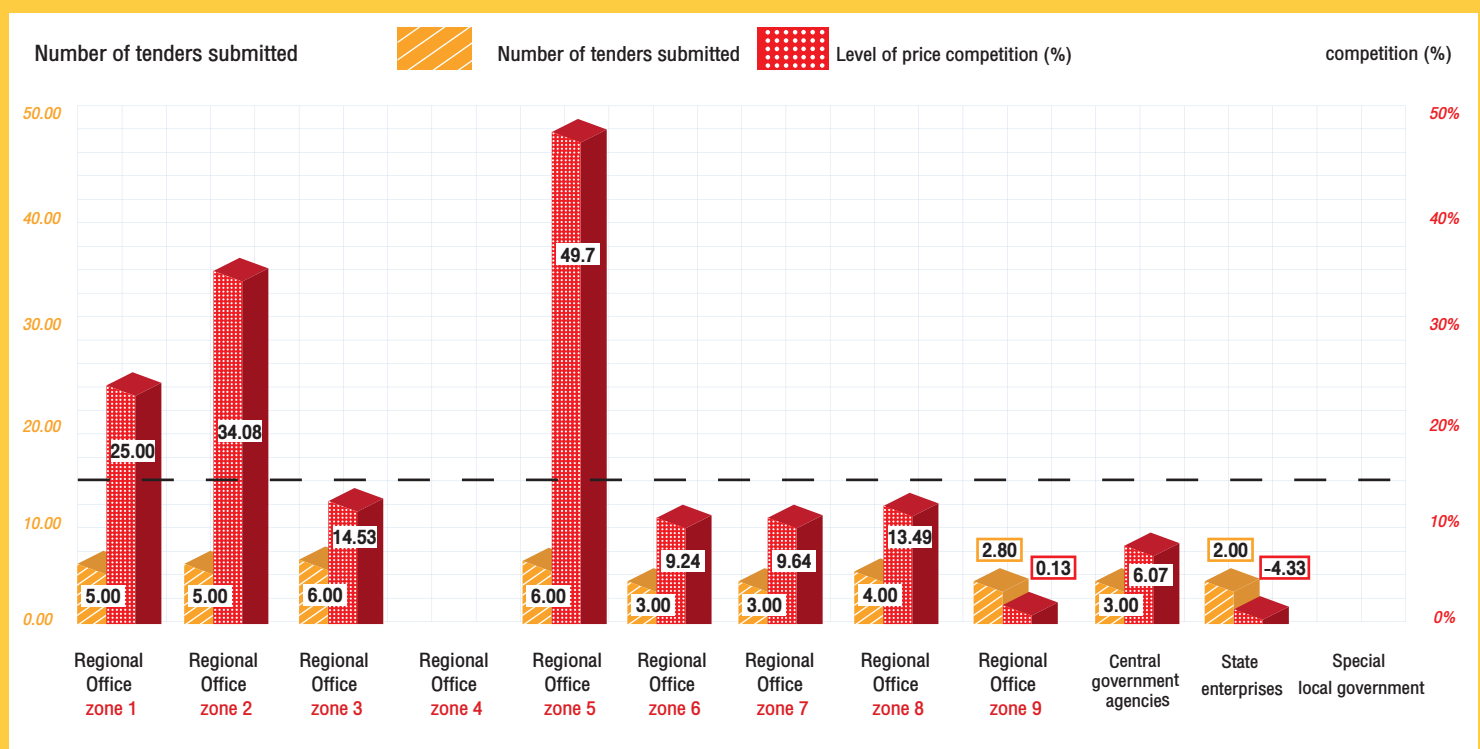
Delays Analyzed by the Type of Project

Irrigation works



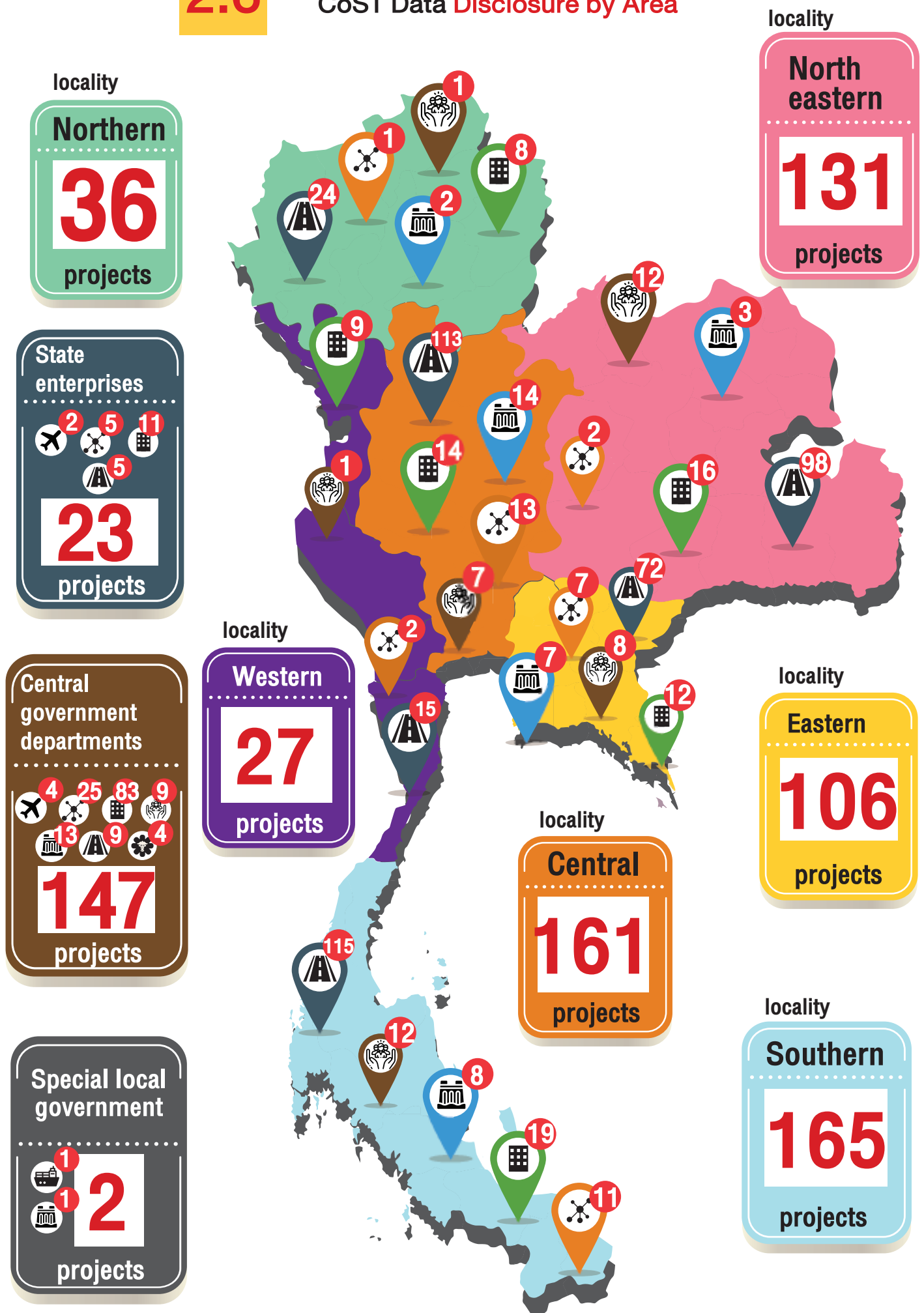
Analysis shows that price competition reached at least 15% in 3 areas, these were in the area of CGD Regional Office zone 5, 8 and central government agencies and this may be one factor contributing to delays.

Public utilities

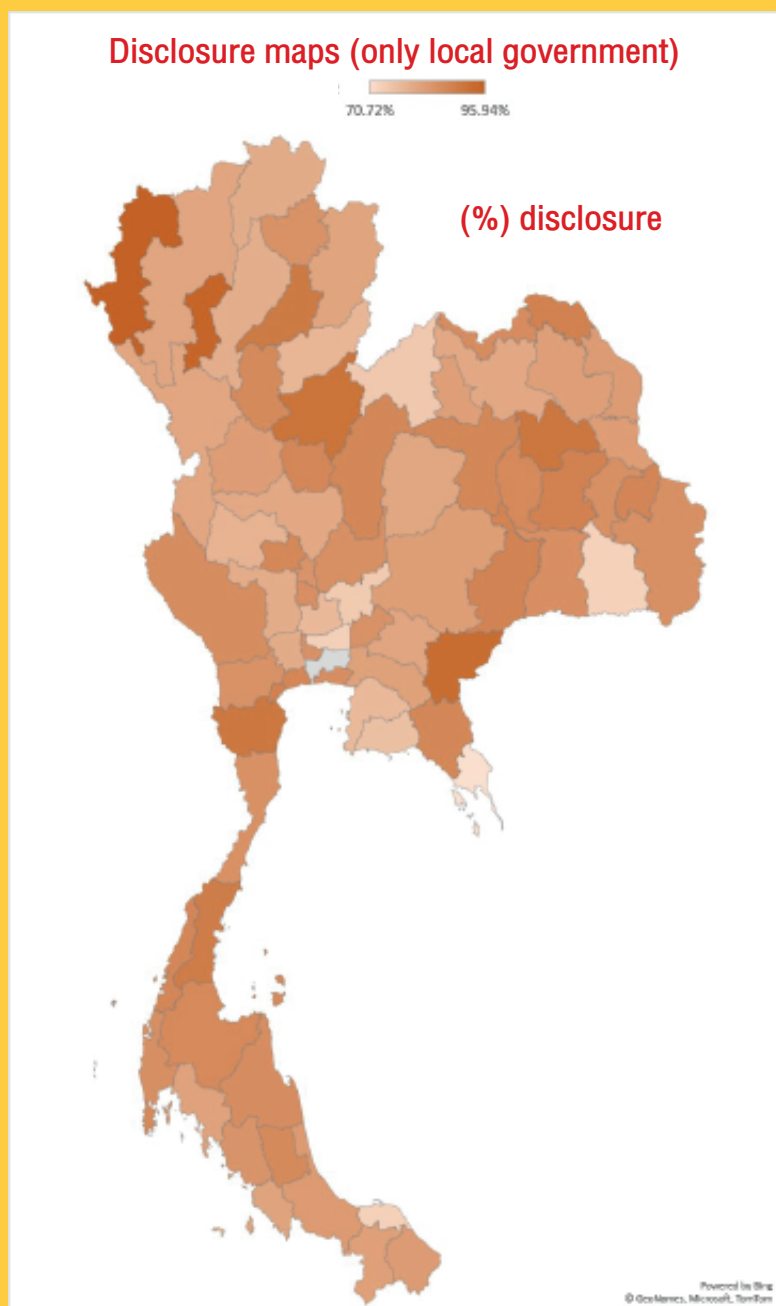
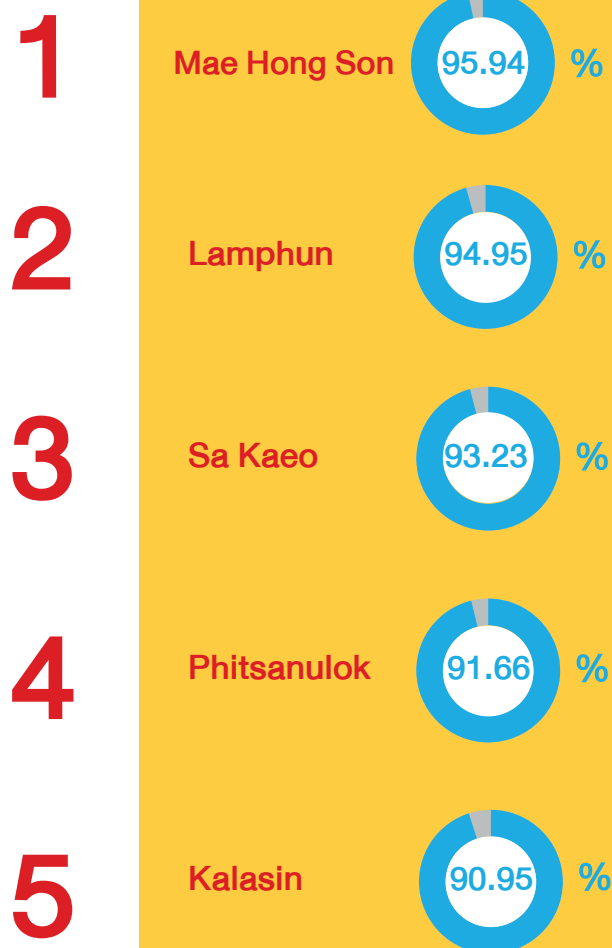


In the case of projects connected to public utilities, competition also rose over 15% in 3 areas, which located in CGD Regional Offices zone 1, 2 and 5, which may be a factor that helps to explain the occurrence of project delays.

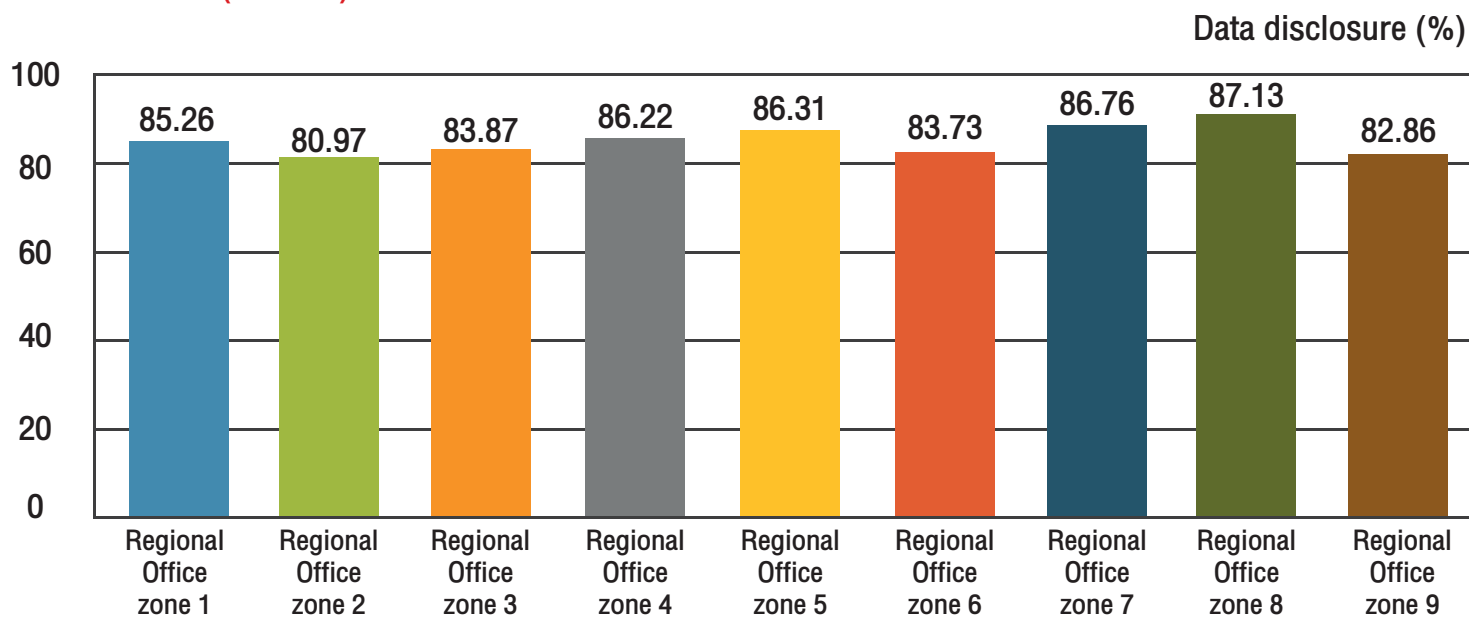
CoST Data Disclosure by Area



Data disclosure rates of the local government are high (the average is 84.79%). The 5 provinces with the highest levels are:



Considering only CGD Regional Offices, **Regional Office zone 8 has the highest rate of data disclosure (87.13%).**



Chapter



3



Results of Assurance Site Visits

For the fiscal year 2020, there are **16 projects** that were selected for Assurance site visit



the results of this process were broadly similar for all of these Projects. Thus, while the rates of data disclosure was at a high level, the quality of the data disclosed needs to be improved.

However, significant differences emerged between them during assurance process as a result of a consideration of a range of other influences. These projects were divided into the 5 groups of: large-scale projects (or megaprojects), construction of local roads, repairs to local roads, irrigation works, and local tourist attractions.



	Project	Ministry/ agency responsible	Budget (Mns. Baht)	Price competition (%)	Data disclosure (%)	time overrun	No. of tenders submitted
1	Flyover construction project at Bor Win Industrial Estate intersection/Eastern Seaboard /Amata City and Pak Ruamjunction,Chonburi	Department of Highways	3,900	11.05	100	Under construction	4
2	Construction project to improve water distribution canal Rama1 with additional building	Royal Irrigation Department	5,570	30.96	94.29	29.15	8
3	Construction of Nakhon Nayok bus terminal Tambol Baan Yai, Amphoe Muang, Nakhon Nayok Province. Tenders were submitted through e-bidding.	Department of Land Transport	60	10.54	90.91	23.33	3
4	Development of the Pracha Niwet 3 project, which involves construction of an 8-storey condominium block and other	National Housing Authority	367	12.21	96.67	Under construction	3
5	Construction of a dam and associated buildings with a storage capacity of 8.55 mn. cu,m, as part of the royally- initiated project to dam the Mae Kaem, Phrae Province.	Royal Irrigation Department	490	40.66	96.67	Under construction	11
6	Repairs to asphaltic concrete road , Ban Nong Jong Ang-Ban Chamrae (phase 1), Ban - Nong Jong Ang Muu 8 to Ban Sa Du Muu 6	Nong Saeng Sub District Administration Organization	12	0.21	96.97	Completed on schedule	3
7	Construction of reinforced concrete rural road Chor, Chor. Thor, 41-005, Monthong 5 Muu 9 Tambol Monthong, Chachoengsao 24150	Monthong Sub District Administration Organization	9	19.33	96.67	Under construction	4
8	Repairs to reinforced concrete road Chor. Bor. Thor. 97-001, Ban Hua Thanon -Ban Plaeng Krathin (Phase 1)	Hua Thanon Sub District Administration Organization	7	0.15	96.67	Under construction	3

	Project	Ministry/ agency responsible	Budget (Mns. Baht)	Price competition (%)	Data disclosure (%)	time overrun	No. of tenders submitted
9	Upgrades to the Sa Phleng -Sai Ngam road, Phimai District, Nakhon Ratchasima	Phimai Sub District Administration Organization	9	7.10	93.33	Under construction	2
10	Improvements to road surface of road Khor. Gor. Thor. 39-001, Ban Kraduang - Ban Kham Hua Chang, Pa Ma Nao, Ban Fang District, Khon Kaen	Pa Ma Nao Sub District Administration Organization	8	33.79	93.33	5.00	13
11	Repairs and resurfacing of reinforced concrete road Chor. Mor. Thor. 1-0020 (Ban Pak Thang Saluang Mor. 7,	Chiang Mai Provincial Administrative Organization	10	33.89	93.33	Under construction	7
12	Competitive bidding for repairs and resurfacing of asphaltic concrete road Mor. Tor. Thor. 001	Mae Tao Sub District Administration Organization	9	0.79	90.91	Completed on schedule	2
13	Repairs to reinforced concrete road and drainage system Por. Khor. Thor. 40-003 Ban Morbia-Ban Prue Noi Muu 2, Tambol Pak Nam Pran, Prachuap Khiri Khan Province	Pak Nam Pran Subdistrict Administration Office	9	5.74	100	Under construction	3
14	Competitive bidding for repairs to asphaltic-concrete road Nor. Sor. Thor. 35-001 Nakhon Si Thammarat Province	Tha Ruea Subdistrict Administration Office	9	0.92	87.88	Completed on schedule	10
15	Competitive bidding for upgrades to Thale Noi market, Tambol Thale Noi, Amphoe Khuan Khanun, Phatthalung Province	Thale Noi Subdistrict Administration Office	14	0.18	97.00	Under construction	2
16	Competitive bidding for construction of rubber-asphaltic road Tor. Gnor. Thor. 86-011	Wangkiri Subdistrict Administrative Organization	9	0.17	87.88	23.33	2

3.1

Assurance Process

Stage

1



Assessing the project

Operating guidelines

1. Information is collected from the **40 datapoints** submitted by the procuring entities, and this is then analyzed.
2. **Additional information is gathered from procuring** either entities document or in-person
3. **Secondary data** (from the news) is also assembled and collated.



Outputs

1. **Six aspects of analyses** will be generated, which are
 1. project preparation, 2. procurement and contract
 3. management 4. quality of construction work,
 5. adherence to health and safety 6. standards and safety guidelines.
2. **Suggestions for project** implementation will also provided.



Results

As a result of the process, it should be possible to answer the following questions:

1. Should the project **have been carried out?**
2. Was the procurement **process implemented fairly?**
3. Was the construction contract completed **efficiently and effectively?**
4. Was the construction work completed to an **acceptable standard?**
5. Did an effective complaints procedure **operate within this project?**



Outcomes

The process will yield **lessons learned from the project's implementation**, which can then be applied to future construction projects.



Stage

2



Site visit

Operating guidelines

1. The construction site will be inspected and should comply with **construction standards.**
2. The assurance team should appraise the extent of any **problems and obstacles affecting the project's implementation.**



Outputs

1. **Guidelines for solving problems** that arise during project implementation.
2. **Construction standards** that are based on engineering principles and industry **safety standards.**



Outcomes

The process will yield lessons learned on project management, which can then be applied to future infrastructure construction projects.

Stage

3



Improve public participation

Phase

3.1

Arranging public forum

Communications channels that facilitate contact between procuring entities and other stakeholders should be created to help overcome problems that will naturally develop during project implementation. These communications channels will thus act as an intermediary between the two parties, helping to remove obstacles as they arise and so cut down on delays and smooth the progress of the project.



Phase

3.2

Collecting stakeholders' opinion on the project

Public opinions are collected through a questionnaire, which assesses four aspects of the public's confidence on the project:

- ✓ 1. Confidence in the project's value for money (value)
- ✓ 2. Confidence in the transparency of project procurements (transparency)
- ✓ 3. Confidence in the efficiency of the construction process and the contractor's ability to meet construction standards (efficiency)
- ✓ 4. Acknowledgement about how to communicate with procuring entity or to report problems with it (accountability)



Assurance Team a will assessed and evaluated the public's confidence in and opinions of the project, it will then be possible to apply these findings to future endeavors, has hopefully improving their operations and outcomes.

Note: Following the outbreak of Covid-19 worldwide and the imposition of social distancing measures domestically, it was not possible to assemble a large number of people when administering project surveys.

Project 1

Flyover construction project at Bor Win Industrial Estate intersection/Eastern Seaboard /Amata City and Pak Ruamjunction,Chonburi

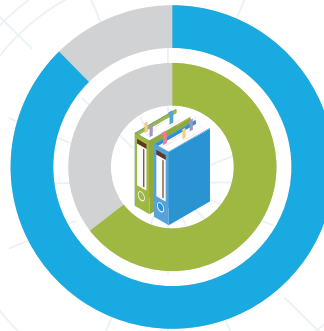
Procuring entity : Department of Highways

Project details



Expand the roads covered by the project from 6 lanes to 8-12 lanes and construct a flyover across the intersection. This will reduce the accident rate, increase traffic flow and provide the greater capacity required by the expansion of the nearby industrial estate.

Project status



Completed

95.98%

Planned

90.46%



Budget



3,900,000,000 baht

Focal price



3,896,288,547.96 baht

Value of contracts



3,465,645,159 baht

Procurement



4 companies participated in competitive bidding for the project, with 11.05% price competition.

Project implementation



Overall, the project was well managed and it is forecast to be completed 2-3 months ahead of schedule. Problems that arose during project implementation were also solved in a timely manner.

Problems



Stakeholders complained about the state of the road, which in some areas was badly damaged and subject to flooding following rain.

Solutions



Government agencies coordinated with contractor to address problems with flooding, and repairs were made that allowed rainwater to be dispersed.

Respondents

15 individuals



2 female



13 male

with an average age of 37

Questions and opinions from the public



Replies by procuring entity

Q : Stakeholders wanted to know about progress on the installation of 'high masts'.

A : 59 high masts were in the process of being installed.

Q : How will procuring entity address the need to make road repairs at some points within the project?

A : Temporary repairs were being made and full repairs would be completed after the project was finished.

Q : How will problems with flooding be solved?

A : Procuring entity was working on the problem by developing a new drainage system that involved diverting rainwater to 'monkey cheeks', from where the water would flow to Amata City and a public reservoir.

Assurance team recommendations



Project preparation



This project involved development of a highway that passes through a residential community so the road design had to be based on the community's needs. As such, houses on both sides of the road should have easy access to the main road, and the fact that there are only 2 widely spaced pedestrian overpasses might encourage local people to cross the road at other points.



Those working on the project should also have tried to overcome problems by coordinating their work with local government organizations, while also supporting public relations efforts that aimed at informing local communities about the reasons for localized flooding.



Health and safety issues



The raising of the road surface above the level of the houses along either side of the road means that after it rains, there is an increased risk of these houses flooding and it now takes longer for rain water to drain. Compensation should be paid for the problems caused by this, and the rates should be set at a level that is transparent and clear. In addition, to increase safety and the quality of life of local communities, changes to land levels should be considered.

Does the project provide benefits to the community ?



All respondents believed that the project generated benefits for the locality because it has helped to support an expansion in the size of the local community and the industrial estate. As a result of the road development, people will be able to travel and transport goods safely, quicker and more conveniently.

Project 2

Construction project to improve water distribution canal Rama1 with additional building

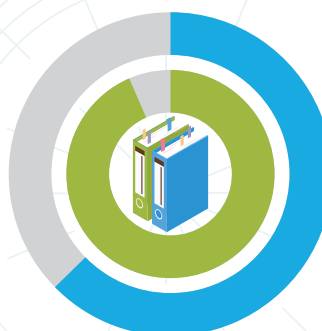
Procuring entity : Royal Irrigation Department

Project details



To reduce flooding in the area by tripling the capacity of the Rama 1 canal from 400 cu.m. to 1,200 cu.m.

Project Status



Completed

63.53%

Planned

97.56%

Budget



5,570,983,500 baht

Focal price



5,346,654,588.02 baht

Value of contracts



3,712,194,699.55 baht

Procurement



The project was divided into 4 separate contracts, but the winning bid for contract no.1 came in at a price that was significantly below the focal price, the contractor was unable to complete the work, resulting in the contract being cancelled. Contracts no.2, no.3 and no.4 that were an average of 30% below the focal price.

Project implementation



4 separate contracts were awarded for this project, involving 3 different contractors. As such, the contractors had to coordinate their activities and to ensure that the canal could be used to its full potential, they had to make sure that their work was completed as in the same time. However, work on contracts no.1 and no.2 (undertaken by the same contractor) was not completed.

Problems



A contractor of contracts no.1 and no.2 was Unable to complete the work, the Procuring entity agency had to step in and take over this share of the project, adding 522,000,000 baht to the total costs. Contractors of contracts no.3 and no.4 also encountered labor shortages, while designs for a bridge across the canal had to be adjusted.

Issues raised by the public



- Problems with dust were Occured by the construction work and use of commercial vehicles.
- Problems with extended travel times grew out of the removal of the bridge, which then made it necessary for drivers to take a diversion along a longer route that was in a poor state of repair.
- Problems with entering and exiting houses were caused by differences in the height of houses and the construction zone, which also turned to mud during the rainy season.

Solutions



The government agency coordinated with contractors to infill the road surface (so raising its height) and to make sure that the area was sprayed with water more frequently.

Respondents

10

individuals



6

female



4

male

with an average age of

40

Questions and opinions from the public



Replies by procuring entity

Q : Can the work be accelerated due to problems with stagnant floodwater in agricultural areas?

A : Pumps were brought in to help remove the excess water in order to relieve damage of flood.

Q : The community made a request to the Royal Irrigation Department to focus on the interests of local people for example the Royal Irrigation Department should solve problems in a timely manner.

A : The Royal Irrigation Department had accelerated the pace of work at all stages, and made sure that officials were ready to listen to the community's problems and then address these as quickly and fully as possible.

Q : Could problems with dust be solved?

A : The problem was alleviated by water spraying down the area more frequently.

Assurance team recommendations



Tender and contract award



Procuring entity should take greater care to check the number of projects and value of the contracts already awarded to each bidders from these numbers should be compared with the capacity of bidders.



Quality related concerns



A consultant should be hired to manage construction work for mid- to large-sized projects if Royal Irrigation Department has a lack of staff.



Contract management



Communication channels should be set up to allow people to communicate and complaints to procuring entity.



A maximum number of complaints and/or the time taken to solve these should be specified conditions for contracts cancellation.

Does the project provides benefit to the community ?



90% of respondents agreed that the project will be beneficial to the area by solving problems with flooding. The remaining 10% thought that the benefits did not justify the loss of local natural resources.

Project 3

Construction of Nakhon Nayok bus terminal Tambol Baan Yai, Amphoe Muang, Nakhon Nayok Province. Tenders were submitted through e-bidding.

Procuring entity : Department of Land Transport

Project details



The construction of a passenger bus terminal in Nakhon Nayok Province, which would then help to make traveling by bus more convenient for those going to and from the province.

Budget



60,000,000 baht

Focal price



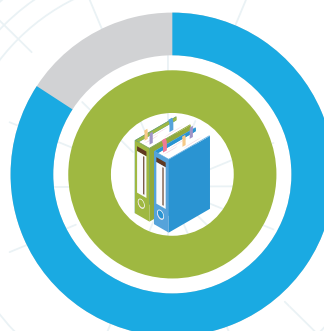
62,343,000 baht

Value of contracts



55,770,000 baht

Project Status



Completed

79.64%



Planned

100%



Procurement



3 bidders participated in competitive bidding for the project, with 10.54% price competition. The project thus showed a medium level of price competition.

Problems



Delays were caused by the contractor beginning work behind schedule due to initial problems with relocating labor. At present, the work remaining to be completed is mostly laying road surfaces around the terminal and installing fixtures and fittings.

Solutions



Officials from the Department of Land Transport have agreed to increase their public relations efforts to ensure that the public are fully informed about the new station. The Department has also asked Stakeholders to meet regularly with officials so that the latter can listen to the former's problems and ideas.

Project implementation



During the design stage of this project, the area of the bus station entrances and exits was not fully surveyed, and so the design had to be adjusted, which then caused delays to the project.

Issues raised by the public



- Most of residents of Nakhon Nayok province did not know that the bus station will be moved or where the new station would be located.
- The residents would like the transport options to be extended to include services running to and from a wider range of locations, especially tourist areas. Members of the public requested that better and clearer signage be installed in the new station.
- Some people still do not know that the bus station will be moved and so it is worried that travel would become more difficult for some people.
- People request for complaint point small garden and good toilets for the new station.

Respondents

9

individuals



8

female



1

male

with an average age of 57



Questions and opinions from voiced by the public



Replies by procuring entity

Q : Increases in ticket prices were unfair
There is on standard for ticket price.

A : If prices have gone up, passengers can call 1584 for further information. Calls are confidential.

Q : Would bus speeds be limited.

A : All buses are fitted with a GPS to ensure that they do not travel faster than 90 kph. Driving in excess of this is punishable under the existing law.

Q : Less information is provided to the public about this project.

A : Officials had put up signs but these were removed after they were damaged in a storm. New one will now be put up.

Q : Would it be possible to have more pick up/drop off points in front of Nakhon Nayok hospital?

A : Officials would be happy to pass this to the relevant committee for consideration.

Assurance team recommendations



Project preparation



Bus stations should be designed using common standards, but in each case, the design should also take into account current and anticipated demand, and vehicle and passenger numbers. When applying designs to the site, the site's particular features should also be incorporated into the plans while these are still at the design stage, thus avoiding the need for changes to these once building work is underway, which risks causing project overruns.



Contract management



This project is necessary for the province in order to reduce problems with public transport but It was managed by the provincial office of the Department of Land Transport, which is lacked of the project engineer Officials also rushed through completion of the project, and these factors may lead to the work being sub-standard. It would thus have been better for the procuring entity to hire a consultant for this project

Does the project provide benefits to the community ?



All respondents agreed that the project will be beneficial to communities. The new bus station has resulted in better quality, safer and more convenient services, and this has boosted tourism, in the process helping the local community and economy to grow.

Project 4

Development of the Pracha Niwet 3 project, which involves construction of an 8-storey condominium block and other

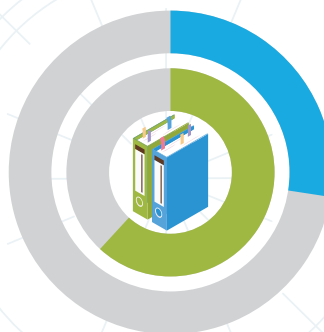
Procuring entity : National Housing Authority

Project details



The project's objectives of develop is to public housing by constructing an 8-storey apartment block near the MRT Pink Line (Pracha Niwet 3).

Project Status



Completed

26.17%

Planned

69.92%

Budget



367,000,000 baht

Focal price



367,000,000 baht

Value of contracts



305,986,000.00 baht

Procurement



Since this is a large-scale project, the whole development was split into 2 phases. This then allowed some units to be sold to buyers without needing to wait for the entire project to be completed, while also helping to prevent project overruns.

Project implementation



The contractor was 2 months late in starting work and then suffered a further 5-month setback in progress. As such, 11 official letters requesting an acceleration in work have been sent by procuring entity and at present, only 6% of disbursements have been made. It is expected that it will take another 10 months to bring the project to completion.

Problems



Delays have been caused by:

1. Labor shortages.
2. The outbreak of Covid-19, which then caused supply disruptions because manufacturers temporarily halted production of construction materials.
3. The need to remove old pipes and sewerage systems on-site.

Solutions



After listening to complaints from members of the public, officials addressed these and then further helped members of local communities by arrange the activity between them more frequently

Issues raised by the public



People complained about dust, noise and damage to nearby buildings as a result of the construction work, but officials rectified these problems as quickly as possible.

Respondents

5

individuals



2

female



3

male

with an average age of

48



Questions and opinions from by the public



Replies by procuring entity

Q : How will officials solve problems with noise and dust from the construction site?

A : Work was undertaken in line with the project's EIA and barriers/walling to protect against problems with noise and dust had been installed.

Q : Local communities were worried about cracks and other damage inflicted on nearby buildings

A : Officials coordinated with the contractor to successfully solve these problems.

Q : People want procuring entity to help them access to home loans for purchases of property from the National Housing Authority.

A : Officials need to check the credit-worthiness of potential borrowers but they were happy to listen to suggestions about how help could be extended to these individuals.

Q : Where could individuals get more information about accommodation?

A : Information on the project was available at the Nonthaburi office of the National Housing Authority in Tiwanon-Pak Kret Soi 15.

Assurance team recommendations



Tender and contract award



When considering bids for projects, factors that should be weighed include the bidding company's financial status, its access to labor and machinery, and its current workload. This would allow procuring entity to better assess the risk of the project being delayed and the possible costs arising from this. The latter figure could then be included in calculations of the fine to be imposed on contractors in the event that there are project overruns.

Does the project benefits to the community ?



All respondents agreed that the project had positive consequences and that because it helped to stimulate the local economy and expand the local community, it was strongly beneficial for local people.

Project 5

Construction of a dam with a storage capacity of 8.55 mn. cu.m, and associated buildings as part of the royally-initiated project

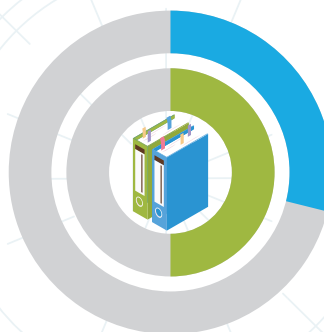
Procuring entity : Royal Irrigation Department

Project details



Construction of an 8.55 million cu.m. reservoir on the Yom river basin to store water for year-round use and to provide irrigation to 7,500 rai of nearby farmland.

Project Status



Completed

26.04%

Planned

55.59%

Budget



490,000,000.00 baht

Focal price



461,539,573.52 baht

Value of contracts



273,880,170.15 baht

Procurement



11 bidders participated in competitive bidding for the project, with 40.7% price competition. There was thus a great deal of interest in participating in this scheme.

Project implementation



On surveying the area, it was discovered that the site of the sluice gates could support a maximum weight of 18 tonnes, whereas the gates that had been designed weighed 20 tonnes. It has thus been necessary to redesign the road and watercourse, and it is proposed that these be relocated to the road. At present, permission for this change is being considered from the Department of Highways considered.

Problems



- 1) If permission for the redesign of the road and watercourse is rejected, this will delay the project by another year.
- 2) Land expropriation fees of 120,000,000 baht are not paid yet.
- 3) The outbreak of Covid-19 has caused delays to construction work and at present, only 25% of the dynamiting work has been completed.

Issues raised by the public



- Many landowners are still waiting for compensation payments for expropriated land, and some plots have incorrectly been excluded from the list of areas to be surveyed and compensated.
- People asked that the area be sprayed with water more frequently so that problems with dust are reduced, and many expressed worries that lorries driving in and out of the area at high speed would cause an accident.
- Farmers have suffered losses to their crops due to the increase in water stored for use in the building work and the only intermittent release of water for use in irrigation.

Solutions



Officials moved to address these problems by preparing a reserve budget, thus allowing initial payments to be made to those waiting for compensation.

Respondents

15 individuals



6 female



9 male

with an average age of 61

Questions and opinions from the public



Replies by procuring entity

Q : When would those in Moo 7 receive their compensation payments?

A : Officials had already submitted the necessary information but budget allocations had yet to be made. Nevertheless, they confirmed that a portion of the outstanding payments would be made no later than August.

Q : Members of the public were worried about dust and the risk of accidents from construction vehicles driving at high speed

A : Officials have instructed the contractor to spray water on the site more often and to ensure that drivers show greater care and consideration.

Q : The public requested that officials release water fairly and equitably because as it was, this happened only infrequently and was in insufficient quantities to support farming activities.

A : At present, officials need to retain some water to use in the construction work but as soon as this is finished, water will be distributed to local communities as normal.

Q : Ban Mae Kaem was still not connected to the water main.

A : Officials will investigate and implement a solution.

Assurance team recommendations



Project preparation

-  Compensation for those who have their land expropriated could be paid at a level that is higher than the appraisal value of the land, or officials could provide these individuals with alternative plots for agricultural use.
-  There should be a new survey on individuals who have had land expropriated but who had not been included in the register of those eligible for compensation. A count of these individuals should be made and appointments made for landowners to join officials in surveying their land.
-  Bureaucratic conflicts should be avoided and so state officials should establish clear paperwork trails when dealing with other agencies. This is especially the case for land-use permissions that extended into overlapping agency remits.



Contract management

-  A water management committee should be established that is composed of residents of the reservoir area and those who are losing their land to flooding.
-  An official request should be sent insisting that the contractor speed up work on the project by bringing in the requisite machinery and labor and setting this to work without delay.
-  A working group should be established to investigate the problems experienced by local communities.

Does the project provide benefits to the community ?



The majority of respondents agreed that because the project would help to implement a sustainable solution to problems accessing water during the dry season, the reservoir would generate benefits for the local area.

Project 6

Repairs to the asphaltic concrete roads, Ban Nong Jong Ang-Ban Chamrae (phase 1), Chainat Province

Procuring entity :

Nong Saeng Sub District Administration Organization

Project details



Resurface 3,070 meters of a 6-meter-wide road to a thickness of 0.05 meters, plus the 1.00-meter-wide hard shoulders on either side, giving a total area of at least 24,560 sq.m., and in addition, install level-3 reinforced steel culverts. This road connects to other districts in Suphanburi province and on to nearby provinces.

Budget



12,415,000.00 baht

Focal price



12,120,870.57 baht

Value of contracts



12,095,960.00 baht

Project Status



Completed

100%



Planned

100%



Procurement



4 bidders participated in competitive bidding for the project. The winning contract had a value of 12,095,960.00 baht, 0.20% lower than focal price, indicating that there was a very low level of competition for this project.

Project implementation



As in fact carried out, the construction work did not alter the camber of the road (the project applied the normal camber for 2-lane roads, with a higher central area that drops off to either side). The installed culverts were also sub-standard.

Solutions



Although work on the project commenced behind schedule, the contractor had access to sufficient machinery and worked every day, thus ensuring that the works were completed ahead of the deadline.

Issues raised by the public



Local people asked the Nong Saeng Sub District Administration Organization to provide lighting along the length of the road so that driving at night would be easier and safer. They also requested that the weight of vehicles using the road be restricted so that its lifespan might be extended.

Respondents

15

individuals



6

female



9

male

with an average age of

55

Questions and opinions from the public



Replies by procuring entity

Q : People asked officials to ensure that heavy goods vehicles not be allowed to use the road.

A : Heavy goods vehicles will be instructed to use alternative routes.

Q : A request was made to extend the exits of the storm drains by another 200 meters.

A : Officials are happy to consider this and possibly make budget allocations to pay for it.

Q : Why do officials release floodwater that collects on the road surface onto farmland?

A : This is a short-term solution and officials are trying to institute a longer-term solution as speedily as possible.

Q : Would it be possible to install lighting along the road?

A : Officials will put this suggestion into practice.

Assurance team recommendations



Tender and contract award



The winning bid was only very slightly below the focal price and the bids of the 4 competing bidders were all very similar, indicating that there was very little price competition in the bidding process. Given this, the conditions for bidding should include a stipulation that in cases like this, it is possible to rerun the tendering process.



Project preparation



Prior to the start of the design and implementation of these kinds of road projects, research should be carried out into the number of vehicles that will use the road, their weight and the driving behaviors of people in the local area. This would allow for the better design of roads, which could then be guaranteed to be able to tolerate the loads placed on them.



Contract management



The culverts and drainage system were inappropriate because the bid submissions did not include its design and specification.



Officials should work with households living alongside the road to ensure that the road stays well-maintained and in good repair.



It was discovered that the design of the drainage system was the contractor's own. Engineers from Nong Saeng Sub District Administration Organization should thus request a copy of the designs to be retained for reference purposes.



Health and safety issues



To make nighttime use easier and safer, local communities requested that Nong Saeng Sub District Administration Organization install lighting along the length of the route.

Does the project provide benefits to the community ?



All the respondents agreed that because the new road can provide convenience and safety to use, its development yielded benefits for the area. In addition, the improved drainage of rainwater also helped to reduce earlier problems arising from flooding of the road surface.

Project 7

Construction of reinforced concrete rural road Chor, Tambol Monthong, Chachoengsao Province

Procuring entity :

Monthong Sub District Administration Organization

Project details



Construct a reinforced concrete road with a width of 6 meters, a length of 2,110 meters and a depth of 0.15 meters, together with a 0.50-meter-wide gravel hard shoulder, thus yielding a total area of at least 12,660 sq.m. This road is built with the intention of facilitating the transport of agricultural and industrial goods produced in the area, which the road will make safer and easier.

Budget



9,687,000 baht

Focal price



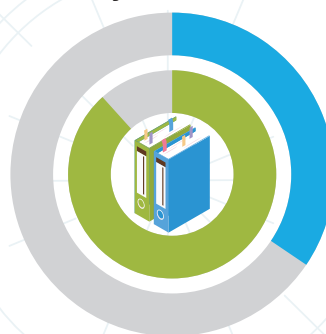
9,672,958.16 baht

Value of contracts



7,547,000 baht

Project Status



Completed

33%



Planned

89%



Procurement



3 bidders participated in competitive bidding for the project, and the winning bid was 18% below the focal price. At this price, it will be possible to complete the project, and price competition was also at an appropriate level.

Problems



The contractor started work behind schedule but despite this, the project should be completed on time. However, there is a worry that work will extend into the start of the rainy season, which will make laying and curing concrete difficult.

Solutions



Officials plan to reduce the slope of the road.

Project implementation



- The road was excavated to install the culverts and there is a risk that this will cause the drains to collapse, which would then severely damage the road.
- The level of the drain exits was not well calculated when they were installed.
- The thickness of the concrete road surface may not be appropriate for its intended uses.

Issues raised by the public



Using the road is inconvenient because construction materials are left on the roadside, while the road surface is higher than the residential areas. Members of the public thus asked that the road slope be reduced and that the weight of trucks using the road be limited.

Respondents

18

individuals



8

female



10

male

with an average age of

60



Questions and opinions from by the public



Replies by procuring entity

Q : People were worried that culverts might collapse.

A : The culverts definitely will not collapse because they have been placed on strong supports.

Q : Would it be possible to reduce the height difference between the road and nearby houses since at present it is difficult to drive on to and off the road from the local community?

A : Officials will move forward with this as requested.

Q : What is the weight capacity of the road?

A : The road can carry weights of up to 21 tonnes.

Q : How long will this road last?

A : The road will have a working life of 10–12 years, if the local community helps with its maintenance.

Assurance team recommendations



Project preparation



When evaluating the suitability of projects such as this, rather than being guided only by the opinions of the local community and officials, basic economic factors should also be taken into consideration.



Quality relate concerns



The decision to use 15cm-thick concrete was considered based on road-building standards but without reference to the volume of traffic vehicle or type of traffic that is expected, and so it is possible that this decision may be inappropriate for the actual uses to which the road is put.



When determining the level of the sub-road drainage pipes, local communities (especially land or property owners) should first be consulted about their needs to ensure that discharged water flows in the correct direction.



The drainage system did not effectively meet the goals of the project, possibly because bid submissions did not include its design and specification.



Contract management



Construction work should be both closely monitored and accelerated to ensure that it is completed on schedule.



Monthong Sub District Administration Organization and local communities should work together to ensure that heavy goods vehicles do not use this as a shortcut to nearby main roads.

Does the project provide benefits to the community ?



All respondents agreed that the project resulted in positive benefits for the local area. This was because the improved road made travel both safer and more convenient, and it was now possible to move locally-grown agricultural product out of the area more efficiently.

Project 8

Repairs to reinforced concrete road Chor. Bor. Thor. 97-001, Ban Hua Thanon
-Ban Plaeng Krathin (Phase 1),
Chonburi Province

Procuring entity :

Hua Thanon Sub District Administration Organization

Project details



Phase 1 of repairs to a road with a width of 8 meters, a length of 1,090 meters and a depth of 0.20 meters, thus yielding a total area of at least 8,720 sq.m. Road repairs will facilitate the transit of agricultural goods and make travel in the area more convenient.

Project Status



Completed

100%



Planned

100%



Budget



7,291,000.00 baht

Focal price



6,970,658.00 baht

Value of contracts



6,960,000.00 baht

Procurement



3 bidders participated in competitive bidding for the project, but the winning bid was only 0.15% below focal price, while the other 2 bids were priced very close together, indicating that there was almost no price competition on this bid.

Project implementation



Quality control on the projects was managed by engineers from Hua Thanon Sub District Administration Organization, while to ensure that the project meet official building standards, officers from the Department of Rural Roads in Chonburi Highways carried out tests of construction and other materials.

Problems



- 1) Dust was generated by the construction work, which was suppressed with the use of water-spraying trucks.
- 2) Warning signs were erected in the construction area only during working hours.

Issues raised by the public



This road lacks illumination and traffic signs, To increase travelers' safety, requests were therefore made that officials should seek the funds necessary to install lights along the length of the route and to put up traffic signs.

Solutions



Officials worked with the contractor to increase the frequency with which water-spraying trucks were used to suppress dust.

Respondents

16
individuals



4
female



12
male

with an average
age of 52

Questions and opinions from by the public



Replies by procuring entity

Q : How will damaged water pipes be prepared?

A : Officials will swap all pipes with replacements made from metal-covered PVC.

Q : Will the road be able to carry the weight of heavy truck

A : The project has been carried out according to the specifications of the Department of Rural Roads so it will definitely be suitable for use by heavy trucks

Q : Can the hard shoulder be extended?

A : Officials will compact an additional area so that it can function as a hard shoulder.

Q : What have government agencies done to prevent accidents in the area of construction, especially near the school?

A : Traffic cones have been put in place to reduce the speed of traffic passing the school.

Assurance team recommendations



Health and safety issues



Design of the road did not take into account road safety considerations so training on this should be arranged for officials.



Project preparation



Before the design process begins, the area should be surveyed to provide clear data on road use. In addition, those responsible for the design process should be trained so that they have the requisite knowledge and skills to design roads and to choose and apply the suitable building standards for the area.



Before implementation, the suitability of road developments should be assessed with regard to traffic volume, the types of vehicles using the road and local driving behavior. This would then allow road designers to better assess the type of road required.



Contract management



After repairs, in many places, the new road level was higher than entrances to houses or alleyways. Hua Thanon Sub District Administration Organization should therefore investigate what is required by local communities and build slopes into and out of houses and alleys.



Hua Thanon Sub District Administration Organization should negotiate with the contractor to extend the hard shoulder, which could be constructed from the waste materials generated during the road resurfacing.



The Sub District Administration Organization should also try to secure the budget necessary to provide roadside illumination, and to install road signs and speed bumps.

Does the project provide benefits to the community ?



All respondents agreed that the project has helped local communities. The improved road makes personal travel and the transport of agricultural goods quicker, safer and more convenient.

Project 9

Upgrades to the road linking Sa Phleng and Sai Ngam, Phimai District, Nakhon Ratchasima

Procuring entity :

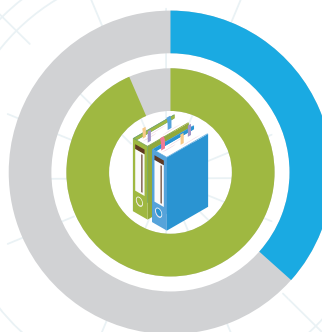
Phimai Sub District Administration Organization

Project details



Expand a two-lane asphalt concrete road with a depth of 0.05 meters, a length of 550 meters and a total area of at least 6,600 sq.m. raise the road level, The road will develop travel connections to tourist attractions in Amphoe Muang Phi Mai, reduce the accident rate and improve the area's visual appeal.

Project Status



Completed

30%

Planned

95%



Budget



9,920,600.00 baht

Focal price



9,920,447.49 baht

Value of contracts



9,216,050.50 baht

Procurement



51 companies requested bidding documents for this project but only 2 submissions were received. The winning bid was priced 7.12% below the focal price. After site visit, it is clear that construction as per the project specifications would be problematic, which may explain why so few companies pursued their initial interest.

Project implementation



More thought should have been given to how the project could have been divided into separate phases since as it was, only a single payment was made for the entire work schedule. The contractor thus needed to have greater financial reserves than is normally the case, and this may have encouraged them to rush to complete the work and so reduce their costs.

Problems



- 1) There were both small and large trees growing in the traffic island but the lack of clarity in the designs produced by the procuring entity mean that on completion of the construction work, there may be difficulties in deciding whether the contract conditions have been fully met.
- 2) This project involves the construction of a new road bed, which means that building work will take longer than normal, and officials should thus pay closer attention to compaction of the road's foundations.

Issues raised by the public



- The trees already growing in the area should not be cut down.
- Construction of the curve in the road has had effects on people living nearby.
- Lighting should be installed since the area is dark at night.
- Drainage, signage and warning lights are insufficient.

Solutions



Officials have acknowledged the public's complaints and are investigating how best to resolve these issues.

Respondents

39 individuals



30 female



9 male

with an average age of 54



Questions and opinions from by the public



Replies by procuring entity

Q : The public were worried about encroachments into their land.

A : Officials are confident that no encroachments are being made since there is a 4-meter-wide buffer between construction work and all private property.

Q : How can complaints about the project be made?

A : Complaints can be made in person at the Sub District office or by phoning 044 471021.

Q : What measures are being taken to ensure the safety of vehicles at the U-turn point?

A : Warning signs have been put up in the approach to the U-turn.

Q : Would it be possible to publish the criteria for selecting people to sell goods in the building?

A : The welfare services committee selects and approves these.

Assurance team recommendations



Health and safety issues



The road was designed without sufficient consideration being given to safety concerns, and so additional training on this should be organized.



Project preparation



The appropriacy of the road development should be identified before the project is undertaken. This should include investigating the expected volume of traffic, the type of vehicles expected on the road and the general driving behavior in the local area.



Officials should estimate the tangible benefits of the project both before and after its completion.



Contract management



Quality control could have been improved by splitting the project into phases. This would allow for testing and checking of construction quality at intermediate stages, as per recognized standards.



Phimai Sub District Administration Organization should send an official letter to the contractor requesting that work on the project be accelerated.



The Sub District Administration Organization should also request that for the remaining period of the construction work, the contractor supply water trucks to periodically spray down the area and so reduce problems with dust.



Quality relate concerns



The asphalt surface of the cycle path is 10 centimeters thick, which is excessive. When designing roads, consideration should be given to the anticipated weight of the vehicles that will use it, and the road thickness adjusted accordingly.

Does the project provide benefits to the community ?



All respondents agreed that the project produced positive benefits for the area. The road will help to encourage tourism, allow traffic to flow more freely, reduce accident rates and improve the area's appearance.

Project 10

Improvements to the road surface Ban Fang District, Khon Kaen

Procuring entity : Pa Ma Nao Sub District Administration Organization

Project details



Improve and expand to 5-meters wide a 5,000-meter-long section of road, with a road surface 0.04 meters deep, giving a total area of no less than 29,500 sq.m. This project is deemed necessary because the road is the main link used by both local and non-local traffic transiting to Ban Fang, and is also important for the distribution of locally-grown agricultural goods.

Budget



8,900,000.00 baht

Focal price



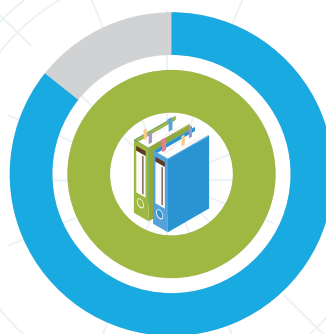
8,780,000.00 baht

Value of contracts



6,270,000.00 baht

Project Status



Completed

80%



Planned

100%



Procurement



13 bidders participated in competitive bidding for the project.

The winning bid was 34% below focal, and given this difference and the number of tenders submitted, price competition was fairly high. The contract was split into 4 phases, which was appropriate for the scale and value of the work to be carried out.

Project implementation



Progress has not been made on the project and the contractor has not moved machinery onto the construction site, despite their having sent a letter to Pa Ma Nao Sub District Administration Organization stating that they were ready to begin work.

Problems



The contractor has not yet begun work, They said that work would commence on July 24, 2020.

Issues raised by the public



Officials were asked to put up signs or to make announcements to inform the public about the project and to recommend alternative routes (if they are available). Alternatively, during the period of construction, workers could be hired to manually direct the traffic flow.

Complaints



The project has not yet started, so thus far, there have been no complaints regarding to construction.

Respondents

22
individuals



2
female



20
male

with an average
age of 59



Questions and opinions from by the public



Replies by procuring entity

Q : The delayed start to the project may result in sub-standard work being carried out.

A : The contractor will certainly undertake the project, and work should be completed within 2 weeks.

Q : The public would like clear diversion signs to be put up and pedestrian crossings to be installed.

A : This will not be possible because the budget for the project does not include expenditure on this.

Q : What measures are being put in place to prevent accidents at the T-junction?

A : Officials have already submitted a request for the budget to put up signs, but this has not yet been approved.

Q : What will be the lifespan of this road?

A : The road should last for 5–10 years if it is not subjected to overly heavy loads.

Assurance team recommendations



Project preparation

-  The road design did not consider vehicle safety so additional training on this should be arranged.
-  The officer who responsible for road design lack of knowledge on how to design roads and this may contribute to the road having a shorter than expected lifespan. In future, training should be provided for those designing roads to make sure that they are fully informed about the topic.
-  Officials should assess the value for money of the project before and after its implementation, thus allowing them to make an informed judgement about whether the construction work represents good value for money.



Tender and contract award

-  To ensure that they are actually able to complete their contractual obligations, when the bid price is substantially below the focal price Contractors should be asked to explain why the gap between their tender and the focal price is so large.
-  The work schedule should more closely reflect the nature and extent of the construction work to be completed.



Contract management

-  An official letter from the procuring entity should be sent to the contractor insisting that they begin work without delay.
-  Officials should instruct the contractor that to prevent problems with dust, they should use water trucks to spray down the construction area.
-  Officials from Pa Ma Nao Sub District Administration Organization should erect signs and make announcements near the road informing those living in the area about the planned construction work and any potential problems that may arise from this.

Does the project provide benefits to the community ?



All respondents agreed that the project will be beneficial to the area. This is a main road that has been in a state of disrepair for an extended period of time, and accidents occur regularly, so repairs to it will be most welcome.

Project 11

Repairs and resurfacing of reinforced concrete road Chor. Mor. Thor. 1-0020
(Ban Pak Thang Saluang Mor. 7,

Procuring entity :

Chiang Mai Provincial Administrative Organization

Project details



Expand a 6-meter-wide road for a length of 2,975 meters and depth of 0.15 meters (there is no hard shoulder). This road has not been repaired for some time and as such, the road surface had been badly damaged. Because of this and to ensure a smooth road surface, it is necessary to repair the reinforced concrete base. This will then allow for easier travel in and out of the area.

Budget



10,000,000.00 baht

Focal price



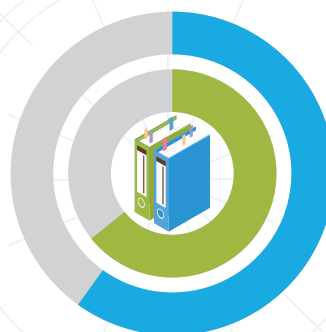
11,012,595.70 baht

Value of contracts



7,280,000.00 baht

Project Status



Completed

63.25%

Planned

69%

Procurement



7 bidders participated in competitive bidding for the project. The winning bid was priced 33.89% below the focal price but the contractor pitched a low tender as a promotional move and to build a more impressive work profile because although the company had completed public-sector work in the past, this was for lower-value projects,

Project implementation



Supervisor Engineers reported that the contractor clearly lacked the skills and expertise required for this project. This was reflected in the poor, unequal quality of work, which regularly needed to be redone.

Problems



Members of the public in surrounding areas found traveling to the main road inconvenient.

Issues raised by the public



- The water pipes of all houses in the area have been damaged and officials should secure the budget necessary to repair these.
- In some areas, the road surface undulated and this might cause accidents in the future.
- People asked for the approach onto the road to be made less steep near housing since the new road is 15 centimeters higher than the old one.
- It was requested that to make the route safer, officials install lighting along the road and to reduce flooding, road drainage should be expanded.
- 61.5% of respondents complained about road safety.

Solutions



Initial solutions offered by officials included making the contractor build ramps to overcome the steep climb on to the road and install more signs and warning lights.

Respondents

13 individuals



1 female



12 male

with an average age of 55

Questions and opinions from by the public



Replies by procuring entity

Q : Would it be possible to reduce the difference in height between the road and the surrounding areas?

A : When the main road construction is finished, this will be attended to.

Q : People were concerned about nighttime safety on the road.

A : 120 lights will be installed.

Q : Would it be possible for the contractor to finish earlier by taking on more workers?

A : The contractor has a sufficiently large workforce, but it is necessary to completely close the road to traffic to finish construction as quickly as possible.

Q : Some parts of the road surface are uneven, and this may cause accidents in the future.

A : Officials will be sure to make good any such problems.

Q : People worried that the road lacked adequate drainage.

A : Officials are planning to request the funds necessary to implement a project that will address these concerns.

Assurance team recommendations



Project preparation

A : In order to evaluate whether or not the road repairs represent good value for money. Officials should attempt to assess the tangible value of the project both before and after its implementation.



Quality relate concerns

A : This road blocks the natural flow of water from one side of the road to the other, and because no drainage has been installed, in the future the road may be damaged by flooding.



Contract management

- A :** To reduce the problems with dust experienced by local communities, Chiang Mai Provincial Administrative Organization should ask the contractor to use water trucks to spray the construction site for the duration of the project.
- A :** Chiang Mai Provincial Administrative Organization should install signage and make roadside announcements informing the public about the construction work and the problems that they might encounter while building work is underway.
- A :** Engineers from the Division of Public Works at Chiang Mai Provincial Administrative Organization should routinely check the quality of construction work and give clear, precise advice to the contractor on how to proceed.
- A :** When undertaking road projects that run through communities that are tightly packed against the road on both sides, either these local communities should be invited to participate more closely than normal in the project or local government agencies should be handed control of it.

Does the project provide benefits to the community ?



All respondents agreed that the project was beneficial to the local community since the road met their needs and helped to overcome some of the problems that individuals experienced when traveling in the area.

Project 12

Competitive bidding for repairs and resurfacing of asphaltic concrete road Mor. Tor. Thor. 001

Procuring entity:

Mae Tao Sub District Administration Organization

Project details



Resurface to a depth of 5 centimeters an asphalt concrete wearing course over an area of at least 30,975.00 sq.m. The new surface is to be laid over the old concrete road, with the goal of strengthening the road and making travel more convenient and safer.

Project Status



Completed

100%



Planned

100%



Budget



9,898,000.00 baht

Focal price



9,191,825.02 baht

Value of contracts



9,119,217.00 baht

Procurement



2 bidders participated in competitive bidding for the project, while the winning bid was priced only 0.79% below the focal price

The schedule of works was split into 2 phases, which was too few, and if the work had been divided into a greater number of stages, this might have attracted more bids.

Project implementation



The major concern with this project is that because the old road surface had not been well repaired, laying a new surface directly on top may cause damage to occur more rapidly than it would otherwise.

Problems



Rushing to complete this project and not fully considering the composition of the old road may result in the work being of a lower standard than it should be, and future damage to the road may occur as a result.

Issues raised by the public



People requested the installation of a central guardrail, convex safety mirrors, speed humps and warning lights. They also asked that drains be raised to the level of the road.

Complaints



No complaints were made by the public about this project.

Respondents

24
individuals



3
female



21
male

with an average
age of

61



Questions and opinions from by the public



Replies by procuring entity

Q : What will the life span of the road be?

A : The old road base is made from concrete so it is strong, and this should give the road a lifespan of at least 10 years.

Q : How will heavy goods vehicles be prevented from using the road?

A : Officials will enforce the rules of the Department for Rural Roads but if members of the local community suspect these are being broken, they should report this immediately.

Q : Could the drains be repositioned to the level of the road surface?

A : Officials will do this at the earliest opportunity.

Q : How will problems with dust be solved?

A : Officials will spray with water 2–3 times a day.

Assurance team recommendations



Quality relate concerns



Because the concrete base was still in good condition, the decision was made to lay a new asphaltic concrete road surface over the top of this, thus making travel easier and more convenient for local communities. However, laying a 5cm road surface was unnecessary and a thickness of 3–4cm would have sufficed, and had this been done, this would have allowed the project goals to be met and for a larger area of road to be repaired. This decision thus indicates that officers responsible for road design may lack the knowledge and expertise needed to complete their tasks successfully and so additional training should be provided.



The contract for this project specified that the basis for inspections would be per meter but the road width varies between 4 and 6 meters, and so the exact size of the area that was to be repaired should have been determined.



Tender and contract award



Payment for work should have been split into more than a single lump sum since this would have allowed more contractors to participate in bidding.

Does the project provide benefits to the community ?



All respondents agreed that the project was worthwhile and that it benefited the area. This was because the improved road allowed individuals and agricultural goods to move through the area easily, safely and quickly.

Project 13

Repairs to reinforced concrete road and accompanying drainage system, Tambol Pak Nam Pran, Prachuap Khiri Khan Province,

Procuring entity :

Pak Nam Pran Subdistrict Administration Office

Project details



Repair and improve the road surface of a 7-meter-wide, 794-meter-long stretch of road to a depth of 0.15 meters. This will help make travel easier and reduce the risk of the road flooding during the rainy season.

Project details



Completed

100%



Planned

100%



Budget



9,997,000 baht

Focal price



8,957,000.00 baht

Value of contracts



8,444,444.44 baht

Procurement



3 bidders participated in competitive bidding for this project. The winning bid was 5.7% below the focal price, and so this bidding process generated relatively low levels of price competition compared to those for other projects.

Project implementation



The presence of overhead electricity cables in the vicinity of site work slowed progress on the project. In addition, the installation of drains near the road junction may be problematic since this area will have to bear the heaviest weight of traffic, and so there is a risk that damage may occur to the road at this point.

Problems



Before work could begin, it was necessary to move overhead electricity cables away from the construction site and this slowed the start of operations.

Issues raised by the public



People requested that to help reduce the risk of accidents, officials should put up warning signs, install lighting along the road, and lay speed bumps. Local communities were also somewhat affected by noise pollution from the building work.

Solutions



Officials have already put in place solutions to the complaints that they have received.

Respondents

8

individuals



4

female



4

male

with an average age of

48

Questions and opinions from by the public



Replies by procuring entity

Q : The road in 8 alley is like a mini reservoir whenever it rains, causing the road to flood and it then takes a long time for this to drain.

A : Officials will inspect the area to see what needs to be done to remedy this problem.

Q : How will excessive noise from the construction site be managed?

A : The contractor is restricted to working between 8.00am and 5.00pm.

Q : People were worried that the contractor would lay pipes in private areas, causing damage to house walls.

A : Officials will inspect the area. If the walls are in the area of the road, they will have to be removed but if they are not, the contractor will pay compensation.

Q : Would it be possible to install lighting along the road so that it is safer at night?

A : Officials have instructed the contractor to do this.

Assurance team recommendations



Project preparation



An initial inspection of the blueprints for this project indicate that it was not designed with road safety in mind, and so training in designing to maximize safety should be arranged. In addition, deceleration device should have been given to the use of speed calming measures, such as installing rumble strips, speed bumps, and putting up speed limit and warning signs.



Quality relate concerns



The original asphalt road was generally in a good condition, with damage limited to only a few areas that did not impact the underlying structure. Thus, it would have been better to resurface using asphalt since this would have saved money or allowed a greater area to be repaired.



Contract management



A site survey revealed that the intakes to the road's storm drains were very small, but the road is surrounded by gardens and farmland and so there is a very good chance that fallen leaves will block these, causing the road to flood and damaging it in the process. To solve this, new and larger openings should be designed and installed, and generally, water managements systems should be planned more systematically.

Does the project provide benefits to the community ?



All respondents agreed that the project was beneficial to the local area since the road improvements helped local people travel more easily and reduced the accident rate.

Project 14

Repairs to asphaltic-concrete road Tambol Tha Ruea, Amphoe Mueang Nakhon Si Thammarat, Nakhon Si Thammarat Province

Procuring entity :

Tha Ruea Subdistrict Administration Office

Project details



Improve the surface of a length of road 6.00 meters wide and 2,900 meters long to a depth of 0.05 meters (the road has no hard shoulder). The road is in the area of Moo 14, Ban Jang Hoon and Moo 12 Ban Nong Non, and is used to travel to Amphoe Muang and on to other provinces.

Project Status



Completed

100%



Planned

100%



Budget



9,993,000.00 baht

Focal price



9,588,231.41 baht

Value of contracts



9,500,000.00 baht

Procurement



10 bidders participated in competitive bidding for the project, but 8 were excluded because they did not lodge the necessary bid guarantees and the winning bid was only 0.93% below the estimated price. In addition, the contract specified that payment for the construction work was to be made in a single lump sum, and this may have dissuaded some companies from pursuing their initial interest since they may have been on too weak a financial footing to wait until project completion for payment. Moreover, having conducted a site inspection, some companies may have decided that the difficulty of the work made bidding on it unattractive.

Project implementation



No progress has been made on the project, although an official letter has been sent to the contractor requesting that work commence without delay.

Issues raised by the public



People were worried that the contractor might not start work at all and that the road foundations would not be able to bear the weight placed upon them.

Solutions



Officials have written to the contractor requesting that work begin.

Respondents

22

individuals



6

female



16

male

with an average age of

62

Questions and opinions from by the public



Replies by procuring entity

Q : When the project is completed, is there a risk of the road collapsing again?

A : Because the road skirts an irrigation canal, there is a risk that any persistent drop in the volume of water in the canal may cause subsidence, which might then lead to a collapse of the road. However, officials will work with the local Royal Irrigation Department to try to keep a steady volume of water in the canal.

Q : People asked that signs indicating diversions be put up, lighting be installed, and warnings about construction work be made.

A : The contractor is happy to do this, but asked that local communities avoid using the road during the period of construction.

Q : Individuals from local communities asked that a hard shoulder be put in to help prevent accidents.

A : It is not possible to put in a hard shoulder because the road is bordered by private land and land operated by the Royal Irrigation Department.

Assurance team recommendations



Contract management



To ensure that the deadline agreed in the contract for the works is met, officials at Tha Ruea Subdistrict Administration Office should send an official letter to the contractor requesting that work on the project be commenced immediately.



To reduce the quantity of dust, Subdistrict Administration Office should instruct the contractor that throughout the period of construction, they need to regularly spray down the area. This will then help to reduce the negative short-term impacts of the project on local communities and road users.



Officials should also put up signs warning road users of the construction work and make announcements informing local communities about the problems that they are likely to encounter and alternative routes that they could use instead (if they exist). During the period of construction, the contractor should also assign workers to direct the traffic flow by hand.

Does the project provide benefits to the community ?



All respondents fully agreed that the project was useful for the local community. The road improvements will allow the easier and safer movement of people and agricultural goods, and this will add to the quality of life of local communities.

Project 15

Upgrades to Thale Noi floating market, Tambol Thale Noi, Amphoe Khuan Khanun, Phatthalung Province.

Procuring entity :

Thale Noi Subdistrict Administration Office

Project details



Improve the internal appearance of the floating market, and construct new roads into and around the market to raise the market's potential as a tourist attraction within Amphoe Khuan Khanun.

Project Status



Completed

29%

Planned

29%

Budget



14,370,000.00 baht

Focal price



14,164,852.70 baht

Value of contracts



14,140,000.00 baht

Procurement



17 companies requested bidding documents but only 2 submissions were made. The winning bid was just 0.18% below the focal price, indicating extremely low levels of price competition.

Project implementation



There was a problem with how the work schedule had been specified because generally, when infilling land, both the total area of the infill and the height to which the land is raised need to be considered, but the schedule of works for this project stipulated only the area, which led to problems with judging whether this phase was complete.

Problems



According to the schedule, work should be at phase 9 but so far, only phase 6 has been reached, that is, installation of a drainage ditch. However, although work has been delayed by the rainy season, the contractor is confident that it will be completed on schedule.

Issues raised by the public



- 1) How will the market be managed and how will space be allocated between members of the community and commercial interests?
- 2) Will it be possible to open the market by December 2020?
- 3) Could officials arrange PR for the market and erect signs pointing to and promoting the market to tourists?
- 4) Could training in online marketing be arranged for sellers?
- 5) People complained about dust being generated by the construction work.

Solutions



Officials have asked the contractor to spray down the area with water at least 3-5 times a day.

Respondents

21
individuals



11
female



10
male

with an average
age of 61

Questions and opinions from by the public



Replies by procuring entity

Q : Will sellers be able to begin selling goods in the market before New Year?

A : Officials expect the market to be open in November.

Q : How will officials help to reduce problems with dust being generated by construction work?

A : The contractor is happy to do this, but asked that local communities avoid using the road during the period of construction.

Q : Could the local government office arrange training in how to sell online and organize tourist boat trips?

A : Officials are happy to consider this.

Q : Could signs be put up announcing the reopening of the now renovated market?

A : Officials will go ahead with this suggestion.

Assurance team recommendations



Contract management



To avoid generating problems with meeting completion targets, The work schedule, and especially the infilling of land, should be laid out in line with general construction principles. As it was, the way the contract specified the requirements for infilling and land-raising caused problems with how completion and inspection was to be handled.



The work on infilling and land-raising was divided into too many phases, and the project management team should have had fewer of these, which would then have made it easier for the contractor to complete the work as specified.



By consulting a large number of stakeholders and individuals in organizations that had carried out similar projects, the project management team have been able to successfully plan and implement the market renovation. This is then leading to a successful outcome for the development, which once it is modernized, will express its own unique characteristics and selling points. In its new form, the market will help to promote locally-produced goods and the local culture, and this will in turn reduce future risks to business owners in the community.

Does the project provide benefits to the community ?



All respondents agreed that the market development will have good outcomes for the local community. The new market will help to create employment and business opportunities and it is expected that it will help to boost local tourism.

Project 16

Construction of rubber-asphaltic road Trang Province.

Procuring entity :

Wangkiri Subdistrict Administrative Organization

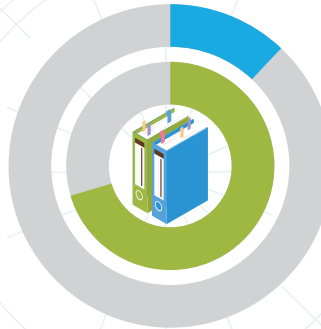
Project details



Construction of a 6-meter-wide road with a length of at least 1,568 meters, and a 1-meter-wide hard shoulder on each side.

The road runs between Ban Khao Kaeo and Ban Khuan Miang, and its construction will make travel easier and safer for those in this area.

Project Status



Completed

12.48%

Planned

70%

Budget



9,890,000.00 baht

Focal price



9,436,210.01 baht

Value of contracts



9,420,000.00 baht

Procurement



46 companies requested documentation relating to the project but only 2 submitted tenders and the winning bid was only 0.01% below the focal price. There was thus a very low level of price competition on this project. In addition, payments, was being made in a single lump sum and so it is difficult to evaluate the extent to which the project has been delayed.

Project implementation



Procuring entity had no experience managing the construction of this kind of road. Officers thus sought advice from the Department of Rural Roads.

Problems



The contractor began work 38 days late, and this is still only at the stage of negotiating over the removal of overhead electricity lines. The project is therefore expected to be completed a month behind schedule.

Issues raised by the public



- Worries were expressed over the quality of the infill.
- Would it be possible to install speed bumps or rumble strips near the entrance to the community and around the temple?
- Could lighting be installed along the construction site?
- Could a convex safety mirror be installed near the intersection?
- Would it be possible to put in warning lights near the intersection?
- People also complained the project made travel inconvenient and that there were problems with the selection criteria for participation in the public forum.

Solutions



Officials were negotiating with the contractor to revise the work schedule and they insisted that the community had the right to attend their meetings.

Respondents

13

individuals



6

female



7

male

with an average age of

55



Questions and opinions from by the public



Replies by procuring entity

Q : To reduce the risk of accidents, members of the public asked that speed bumps, concave traffic mirrors and warning lights be fitted.

A : Officials were happy to discuss this with the contractor, and they would consider installing traffic mirrors and warning lights.

Q : Travel had become difficult during rush hour.

A : Officials will negotiate with the contractor over revising the work schedule.

Q : Would it be possible to install a drainage system?

A : Officials were happy to take this under consideration.

Q : Worries were expressed over the lifespan of the road since it is regularly used by heavy trucks transporting agricultural produce.

A : Officials will conduct a public meeting to discuss long-term solutions to this problem.

Assurance team recommendations



Tender and contract award



Work on this project should have been subdivided into a larger number of payment stages because making the payment in a single lump sum on completion of the work (which covers 1,568 meters and is expected to take 120 days) runs the risk of generating 2 problems (both of which have affected this project, though the second of these was particularly a problem):

- (1) Contractors that are on a weaker financial footing that took on this work might experience trouble securing sufficient working capital.
- (2) The payment schedule acts as an incentive encouraging the contractor to rush the work to completion as quickly as possible. This, though, may increase the risk that if bad weather disrupts work or creates other unforeseen problems, project overruns may occur or there may be a decline in the quality of the construction work.



Contract management



Procuring entity should send an official letter to the contractor reiterating the need to speed up work and to avoid any potential project overruns.



To help ease the problems experienced by local communities, officials should also instruct the contractor to adjust the traffic system in the construction zone.

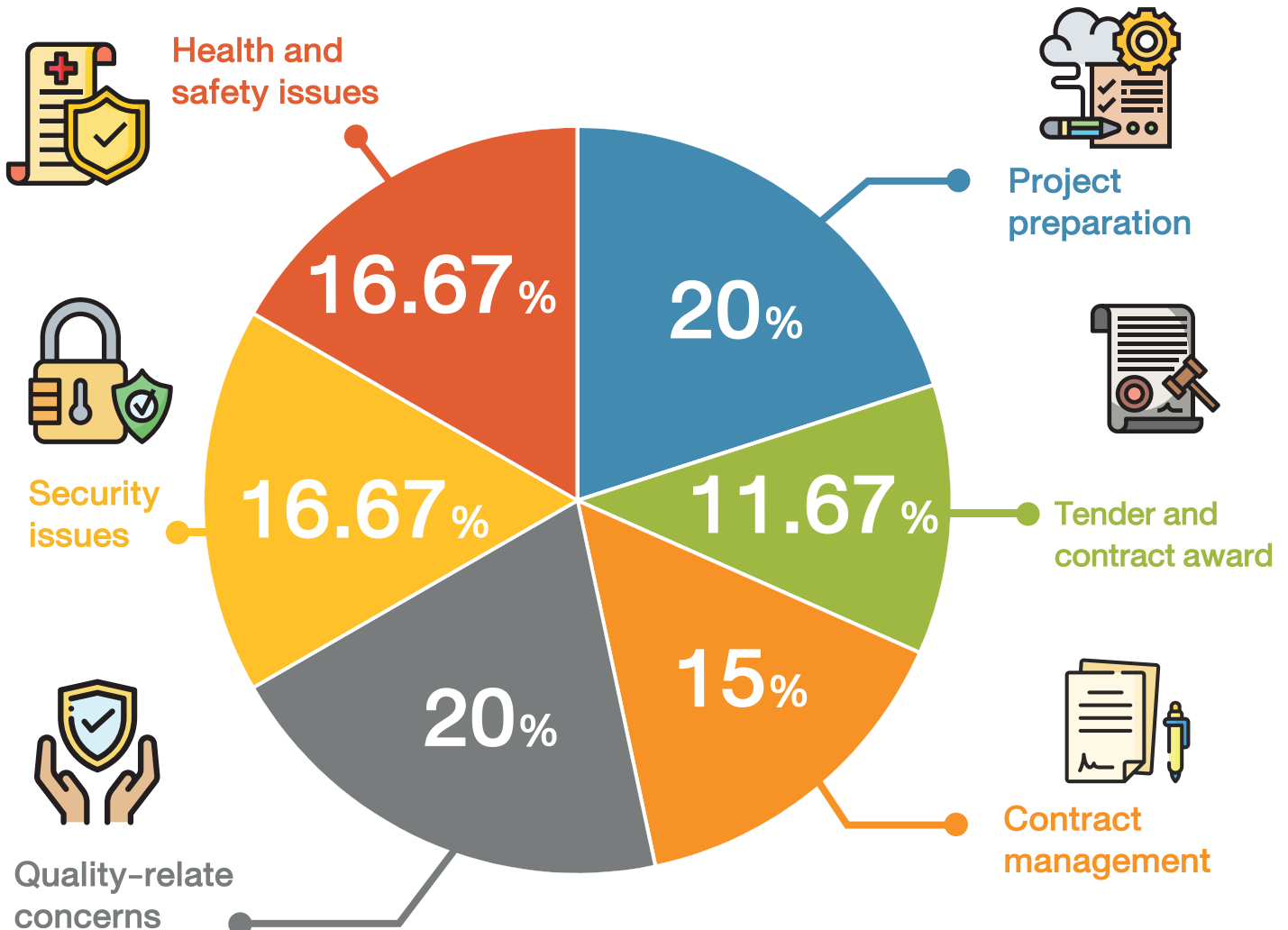
Does the project provide benefits to the community ?



All respondents agreed that the project generated benefits for the local area since it provided the community with a high-quality road to use when traveling and transporting goods, thus making travel easier, quicker and safer.

3.2 Summary of public opinions

Assurance site visits show that the majority of problems originated from a mismatch between the projects' initial goals and the benefits that they in fact yielded. In addition, quality control was also a significant issue, while problems related to the environment, and health and safety were worryingly high due to the tendency of contractors and procuring entities to neglect issues relating to dust, disruption to traffic and the need to reduce the accident rate for construction work.



265 individuals participated,



105
female



160
male

with an average
age of
54

In terms of the population sampled, this was **split 3:2 between men and women, which is a more representative sample than in the past**, while the average age of participants put them in the 'active aging' group of over-50s

Overall impressions



The public overwhelmingly agreed that the projects represented value for money and that they were highly effective **(the positive response rate was over 95%)**.



78.5% of the public were confident in the tendering process.



Unfortunately, most of those who gave their opinions on projects were from older demographics and so **the CoST Thailand needs to make greater efforts to encourage participation by members of all age groups.**



41.83 %

of respondents
knew how to make
formal complaints.

It is extremely important that officials managing projects **communicate effectively with the public, especially with regard to how to make complaints** or express concerns since this is a priority in encouraging public participation.

**The public were Confident
in the implementation
of overall projects**

78.28%



Chapter



Recommendations

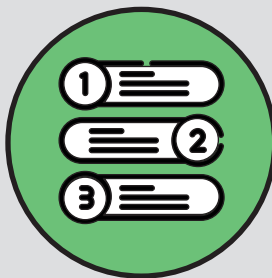
Recommendations regarding improvements to the implementation of public sector construction projects are determined by the integration of the theory of change and the operation of infrastructure construction projects in Thailand and the achievement of mid-term outcomes.

Policy



Policy should be revised to improve the potential quality of both construction work and project management.

Procedure



Procedures should be overhauled to reduce the quantity of mistakes generated in project management.

Participation



Participation should be encouraged as a way to reduce the number of obstacles faced by projects and to increase public perception of public-sector construction work.

Recommendations : Policy



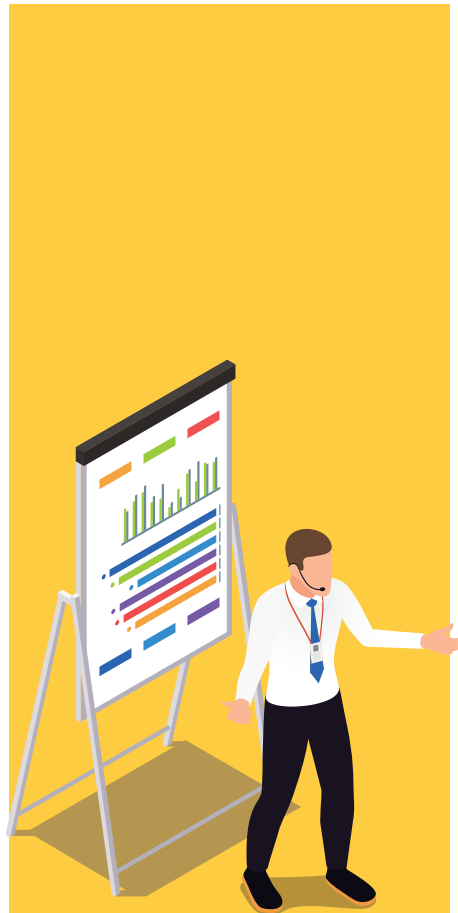
Limits on local government budget requests

Considering projects on a budgetary basis may be inefficient and may cause discontinuities in local development. It would instead be better to consider these in light of **engineering factors and the needs of local communities.**

Organizing work/ payment schedules

Two different problems related to the division of contract work/ payment schemes have been seen:

- 1) **There may be only a single payment,** and in this case, there should be guidelines on how to subdivide work/payment schemes.
- 2) **The contract specifies multiple work/payment** phases but officials are slow to make payments. In this case, official disbursements should be speed up.



Road design

Local government organizations tend to use standardized guidelines when designing roads, and the application of these without regard to the anticipated traffic volume or the local construction conditions often results in the overspecification of road building projects. **Local government civil engineers should thus receive additional training in how to design roads that are more suited to their particular use.**

Selecting winning bids

Given the delays experienced on many projects, it appears to be the case that:

- 1) **Contractors may take on more work than they can comfortably handle.**
- 2) **Contractors may simply not have the capacity to complete the contract.**

Thus, consideration needs to be given to developing guidelines or policies that allow for the rating of contractors.

Recommendations : Procedures



The justification for the project is not clear	Procedural guidelines	Recommendation	
	The project's justifications should be fully researched and specified, and appropriate indicators have to be developed.	Specify appropriate indicators for the project goals	Collect data on the progress of the project to be used in analysis of its outcomes or to support other relevant data.
	Guidelines should be established to help prevent technical problems occurring that undermine project quality.	Risk factors should be assessed. Officials responsible for project management should receive training to make sure that they have the requisite knowledge.	Assistance with technical matters should be sought from local colleges and other organizations in the area.
Technical problems arising from project implementation			
Coordinating work between government agencies	The coordination and negotiation of inter-agency work on construction projects should be improved.	On large-scale projects, representatives from each government agency involved should be appointed so that procedural guidelines can be established and implemented.	On small-scale projects, requirements should be negotiated with agencies responsible for managing public utilities before the main construction work begins.

Recommendations : Participation



- Efforts should be made to develop better communication channels connecting officials and the public because for the projects included in Assurance site visits, over 60% of respondents did not know about these.
- At present, public participation is strongest among older members of the community, so CoST Thailand needs to increase the level of awareness about projects and try to involve more individuals from younger generations.
- A mentor system should be developed to include central government departments and state enterprises as a way of increasing data disclosure rates. To increase agencies' knowledge about CoST, this might involve the participation of ministerial-level anti-corruption centers.



Appendix

CoST lays out guidelines for the disclosure of data (Infrastructure Data Standard : IDS) by Procuring entity These are required to be updated across the whole project lifecycle, from project identification and project preparation and procurement through to implementation and completion. Details of these 40 datapoints are given below



Project Phase	Disclosed data
1. Project Identification (6 Datapoints)	1) Project owner 2) Budget 3) Project name 4) Project Location 5) Purpose 6) Project description
2. Project Preparation (7 Datapoints)	7) Project Scope (main output) 8) Environment impact 9) Land and settlement impact 10) Contact details 11) Funding sources 12) Project Budget 13) Project budget approval date
3. Procurement (14 Datapoints)	14) Procuring entity 15) Procuring entity contact details 16) (TOR) 17) Procurement process 18) Contract type 19) Contract status 20) Numbers of firms tendering 21) Cost estimate 22) Contract administrative entity 23) Contract title 24) Contract firm(s) 25) Contract price 26) Contract scope of work 27) Contract start date Contract duration
4. Implementation (6 Datapoints)	28) Escalation of contract price 29) Variation to contract price 30) Variation to contract duration 31) Variation to contract scope 32) Reasons for price changes 33) Reasons for duration changes reasons for scope changes
5. Project Completion (7 Datapoints)	34) Project status (current) 35) Completion cost (project) 36) Completion Date (projected) 37) Scope at completion (projected) 38) Reasons for project changes 39) Reference to audit 40) Evaluation reports



Contact details



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