



Board of Directors

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Country Operations Business Plan: Thailand, 2019–2021

Attached for information is a paper on the above subject.

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Country Operations Business Plan

October 2018

Thailand
2019–2021

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 6 September 2018)

Currency unit	–	baht (B)
B1.00	=	\$0.030
\$1.00	=	B33.254

ABBREVIATIONS

ADB	–	Asian Development Bank
COBP	–	country operations business plan
CPS	–	country partnership strategy
GMS	–	Greater Mekong Subregion
OCR	–	ordinary capital resources
TA	–	technical assistance

NOTE

In this report, "\$" refers to United States dollars.

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I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The Asian Development Bank (ADB) country operations business plan (COBP), 2019–2021 for Thailand is the third COBP in bridging a temporary gap between the country partnership strategy (CPS), 2013–2016,¹ and the forthcoming CPS, 2020–2024. The COBP, 2019–2021 is consistent and aligned with the strategic thrust of the CPS, 2013–2016. The CPS remains valid to fully support the government's policies and action plans to promote inclusive growth and social development, and to enhance the country's productivity and competitiveness.²

2. The COBP, 2019–2021 is fully consistent with the direction of the Strategy 2030,³ adopting an approach to respond to Thailand's specific needs as an upper-middle income country and focusing on areas such as tackling climate change, making cities more livable and strengthening regional cooperation and integration (RCI).⁴ It also supports the Operational Plan for RCI, 2016–2020. The COBP requires ADB to be flexible, responsive, and proactive in capturing the business needs and opportunities in Thailand. In response to the resumption of the government's sovereign borrowing, ADB will expand its knowledge works and deliver innovative projects through the Airports Improvement and Thailand Green Finance and Innovation Facility projects. ADB will propose new alternative procurement arrangements for sovereign lending projects in the urban transport subsector in order to strengthen project quality and deliver project faster.

3. To support Thailand's role as a regional development partner, ADB continues to cooperate closely with the Neighboring Countries Economic Development Cooperation Agency and the Thailand International Cooperation Agency in promoting regional cooperation, knowledge sharing, capacity building, and parallel cofinancing to improve connectivity in the Greater Mekong Subregion (GMS). The COBP also supports the GMS Ha Noi Action Plan 2018–2022 and the GMS Regional Investment Framework 2022.⁵ In addition, ADB's private sector operations including commercial transactions continue to be an integral part of ADB's engagement with Thailand in energy, transport, telecommunications, agribusiness, and social and finance sectors, but are not reflected in the pipelines of this COBP.

II. INDICATIVE RESOURCE PARAMETERS

4. Thailand, a group C developing member country, is eligible for regular ordinary capital resources (OCR) lending. The indicative resources available during 2019–2021 for sovereign operations amount to \$400 million. ADB will explore cofinancing and funding from other sources, including the regular OCR regional cooperation and integration set-aside.

5. The nature of ADB's operations in Thailand requires a flexible approach to resource planning and project design. \$1.85 billion is programmed from regular OCR for Thailand's

¹ ADB. 2013. *Country Partnership Strategy: Thailand, 2013–2016*. Manila.

² The government's policies and action plan are included in: (i) Twelfth National Economic and Social Development Plan (2017–2021); (ii) 20-year National Strategic Plan (2017–2036); (iii) Thailand's Infrastructure Development Plan (2015–2022); and (iv) The Eastern Economic Corridor Development Plan.

³ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

⁴ ADB. 2016. *Operational Plan for Regional Cooperation and Integration, 2016–2020*. Manila

⁵ ADB. 2018. *The Ha Noi Action Plan 2018–2022*. Manila; ADB. 2018. *Greater Mekong Subregion Economic Cooperation Program: Overview of the Regional Investment Framework 2022*. Manila; and ADB. 2018. *Greater Mekong Subregion Economic Cooperation Program: Annex to the Regional Investment Framework 2022 Project Pipeline*. Manila.

indicative sovereign lending program for 2019–2021 (Table A2.1).⁶ The indicative country-specific stand-alone nonlending program for 2019–2021 is about \$5 million, including an estimated cofinancing of \$2 million. ADB will allocate the fund to two knowledge and support technical assistance (TA) projects and one transaction TA project (Table A2.2). ADB will seek to mobilize additional grant resources, including from ADB-administered trust funds, and possible cofinancing from other development partners. ADB's assistance program on lending products and nonlending products and services for 2018 are provided in Appendix 3. ADB's lists of knowledge publications and events for 2018 and 2019 are in Appendix 4.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAM

6. **Lending.** ADB adjusted the COBP based on demand.

- (i) Under ADB's new requirement on resource allocation, planning and monitoring based on commitments, ADB listed the lending pipeline projects based on the year of commitment, which is the year of the signing of their financing agreement, instead of the year of ADB approval.
- (ii) As requested by the government, ADB excluded from the pipeline Innovate Thailand: Enhancing Industrial Innovation Performance, a lending project programmed for 2018. The government wants to use ADB financing for projects that have financial returns, and not for areas such as social sector, where Thailand could use its own budget and provide funds in local currency.
- (iii) To reflect the project's scope and objectives, ADB renamed a lending project from Bangkok Urban Transport Development (West Orange Line) to Bangkok Mass Rapid Transit West Orange Line Project.
- (iv) The government decided to use domestic financing sources for a lending project on Bangkok Urban Transport Development South Purple Line Project programmed for 2018, instead of ADB's loan. This will avoid impacts on project implementation from the procedure in public procurement,⁷ the implementing agency's internal process, and the volatilities in the global financial market.
- (v) ADB deferred two lending projects—Bangkok Mass Rapid Transit West Orange Line Project and Airports Improvement—programmed for 2019 to 2020. The lending for the Airports Improvement project will be subject to the outputs of its related transaction TA programmed in 2018.
- (vi) As agreed with the government, ADB added two new lending projects—Urban Road improvement Project for 2020 and Thailand Green Finance and Innovation Facility for Investment Projects for 2021. The latter lending project is subject to the outputs of its related transaction TA on Thailand Green Finance and Innovation Facility programmed for 2019.

7. **Nonlending.** ADB rearranged the COBP to address demands for faster and better-quality services in Thailand. The COBP also supports ADB in achieving the targets set in the results framework.

⁶ The actual pipeline can deviate from the indicative resource allocation because of the possible reallocation of regular OCR within ADB's Southeast Asia Department. ADB will explore cofinancing in consultation with the government to fill the financing gap, if any.

⁷ ADB has accepted, in principle, the use of alternative procurement arrangement relying on the Mass Rapid Transit Authority's procurement system, subject to certain conditions.

- (i) **Country-specific stand-alone technical assistance.** ADB prepared the following TA projects specifically for Thailand:
 - (a) ADB excluded a \$0.8 million knowledge and support TA project—Strengthening Inclusive Finance for Aging Society—from the 2018 pipeline as its project scope and implementation will be funded by the ongoing TA for Strengthening Specialized and Semi-Formal Financial Institutions to Support Financial Inclusion.⁸
 - (b) ADB renamed the Enhancing Productivity and Competitiveness of Safe and Environment Friendly Agriculture, a \$2.0 million knowledge and support TA project, to Climate Change Adaptation Agriculture Recovery Project. ADB deferred the TA from 2018 to 2019.
 - (c) ADB changed the National Railway Improvement, a transaction TA project worth \$2.0 million, to Thailand Green Finance and Innovation Facility.
 - (d) ADB deferred Knowledge Support and Policy Reform Initiative, a \$1.0 million knowledge and support TA project, from 2020 to 2021.
- (ii) **Technical assistance to be provided through sectoral and thematic regional technical assistance.** With the approval of ADB TA reforms in 2018, ADB's TA for project preparation and implementation, capacity development and knowledge work will be provided through large regional technical assistance (RETA) projects, or regional transaction TA facilities, with a sector or thematic focus. The following projects are delivered under the new reforms:
 - (a) ADB will process the country-specific stand-alone TA on Airports Improvement under the regional transaction TA facilities on Preparing Transport Sector Projects in Southeast Asia (facility) for 2018.
 - (b) As requested by the government, ADB also included a new study on the feasibility of tunnel construction—Tak–Mae Sot Motorway — under the same facility as mentioned in (a) above.
- (iii) **Technical assistance to be provided under the existing regional technical projects.**
 - (a) support in formulating a road green freight Nationally Appropriate Mitigation Action proposal for submission to the Green Climate Fund with the Office of Transport and Traffic Policy and Planning, Ministry of Transport under a RETA approved in 2011;⁹
 - (b) support for the public–private partnership development and tender of selected Ministry of Public Health's hospitals under a RETA approved in 2013;¹⁰
 - (c) a scoping study on business models for solar rooftop and energy storage systems for Metropolitan Electricity Authority for 2018 under a RETA approved in 2013 (footnote 10); and
 - (d) a diagnostic study for elderly care system in Thailand for 2017–2019 under a RETA approved in 2016.¹¹

⁸ ADB. 2015. *Technical Assistance for Strengthening Specialized and Semi-Formal Financial Institutions to Support Financial Inclusion*. Manila.

⁹ ADB. 2011. *Technical Assistance for the Core Environment Program and Biodiversity Conservation Corridors Initiative in the Greater Mekong Subregion, Phase 2*. Manila.

¹⁰ ADB. 2013. *Technical Assistance for the Supporting Regional Project Development for Association of Southeast Asian Nations Connectivity*. Manila.

¹¹ ADB. 2016. *Technical Assistance for the Strengthening Developing Member Countries' Capacity in Elderly Care*. Manila.

COUNTRY ASSISTANCE RESULTS AREAS

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resource Available for Commitment 2019–2021	Changes from Last COBP
1. Transport			
More efficient and safer movement of people and goods in the country	Improved air, rail, road, and urban public transport; transport policies and institutional development; public–private partnerships; and environmental concerns in the national and subregional transport sector	Amount: \$1.85 billion (regular OCR) Share of COBP envelope: 100%	Intervention in motorway newly requested
2. Energy			
Reduced energy intensity of GDP and CO ₂ emissions from the power subsector	Renewable energy such as solar and wind	Private sector operations	No changes

ADB = Asian Development Bank, CO₂ = carbon dioxide, COBP = country operations business plan, GDP = gross domestic product, OCR = ordinary capital resources.

Source: Asian Development Bank.

INDICATIVE ASSISTANCE PIPELINE

Table A2.1: Lending Products, 2020–2021

Project/Program Name ^a	Sector	Poverty Targeting	Strategic Agendas and Drivers of Change	Division	Year of TRTA /PDA	Cost (\$ million)						
						Total	ADB			Gov't	Co-finance	
							Regular OCR	COL	ADF Grants			Total
2020												
1. Bangkok Mass Rapid Transit West Orange Line Project	TRA	GI	IEG/PAR/GEM	SETC/TRM	-	3,000.00	500.00	0.00	0.00	500.00	2,500.00	0.00
2. Airports Improvement	TRA	GI	IEG/PAR/RCI	SETC/TRM	2019	1,000.00	250.00	0.00	0.00	250.00	750.00	0.00
3. National Railway Improvement	TRA	GI	IEG/PAR/RCI	SETC/TRM	-	3,500.00	300.00	0.00	0.00	300.00	3,200.00	0.00
4. Urban Road Improvement Project	TRA	GI	IEG/ESG	SETC/TRM	-	650.00	300.00	0.00	0.00	300.00	350.00	0.00
Total						8,150.00	1,350.00	0.00	0.00	1,350.00	6,800.00	0.00
2021												
1. Thailand Green Finance and Innovation Facility for Investment Projects	TRA	GI	IEG/PAR/KNS	SERC/TRM	2020	4,500.00	500.00	0.00	0.00	500.00	3,000.00	1,000.00
Total						4,500.00	500.00	0.00	0.00	500.00	3,000.00	1,000.00

ADB = Asian Development Bank, ADF = Asian Development Fund, COL = concessional OCR lending, ESG = environmentally sustainable growth, GEM = gender equity and mainstreaming, GI = general intervention, Gov't = government, IEG = inclusive economic growth, KNS = knowledge solutions, OCR = ordinary capital resources, PAR = partnerships, PDA = project design advance, RCI = regional cooperation and integration, SERC = Southeast Asia Regional Cooperation and Operations Coordination Division, SETC = Southeast Asia Transport and Communication Division, TRA = transport, TRTA = transaction technical assistance, TRM = Thailand Resident Mission.

^a Given the provisional nature of the indicative lending program, composition of lending instruments in the actual loan delivery may change.

Source: Asian Development Bank.

Table A2.2: Nonlending Products and Services, 2019–2021

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
Country-Specific Stand-Alone Technical Assistance:								
2019								
1. Climate Change Adaptation Agriculture Recovery Project	ANR	SEER/TRM	KSTA		0	Trust Fund	2,000	2,000
2. Thailand Green Finance and Innovation Facility	MUL	SERC/TRM	TRTA	TASF	2,000		0	2,000
Total					2,000		2,000	4,000
2021								
1. Knowledge Support and Policy Reform Initiative	MUL	TRM	KSTA	TASF	1,000		0	1,000
Total					1,000		0	1,000
Technical Assistance to be Provided through Sectoral and Thematic Regional Technical Assistance:								
2019								
1. Support for Human and Social Development in Southeast Asia	HLT, EDU	SEHS	TRTA	TASF	2,000		500	2,500
2. Preparing Transport Sector Projects in Southeast Asia (Phase 2)	TRA	SETC	TRTA	TASF	5,000	TBD	1,000	6,000
3. Support to Public Sector Management in Southeast Asia	PSM	SEPF	KSTA	TASF	3,000		500	3,500
4. Strengthening Financial Management Systems in Southeast Asia	FIN	SEOD	KSTA	TASF	1,500		0	1,500
5. Strengthening Procurement Systems in Southeast Asian DMCs	PSM	SEOD	KSTA	TASF	1,500		0	1,500
6. Preparing Agriculture, Environment, and Natural Resources Projects in Southeast Asia (additional financing)	ANR	SEER	TRTA	TASF	2,000	TBD	2,000	4,000
7. Knowledge Development Support for Southeast Asia (additional financing)	MUL	SERC	KSTA	TASF	1,500		0	1,500

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				
				ADB		Others		Total (\$'000)
				Source	Amount (\$'000)	Source	Amount (\$'000)	
8. Enhancing Gender Equality Results in the Southeast Asian DMCs (additional financing)	MUL	SEHS	KSTA	TASF	1,500		0	1,500
9. Southeast Asia Energy Sector Development: Investment Planning and Capacity Building Facility (Phase 1) (additional financing)	ENE	SEEN	KSTA	TASF	3,000		0	3,000
Total					21,000		4,000	25,000
2020								
1. Preparing Agriculture, Environment, and Natural Resources Projects in Southeast Asia (Phase 2)	ANR	SEER	TRTA	TASF	3,000	TBD	2,000	5,000
2. Preparing Transport Sector Projects in Southeast Asia (Phase 3)	TRA	SETC	TRTA	TASF	4,000	TBD	2,000	6,000
3. Knowledge Development Support for Southeast Asia (Phase 2)	MUL	SERC	KSTA	TASF	1,500		0	1,500
4. Support to Public Sector Management in Southeast Asia (Phase 2)	PSM	SEPF	KSTA	TASF	3,000		500	3,500
5. Support for Human and Social Development in Southeast Asia (additional financing)	HLT, EDU	SEHS	TRTA	TASF	2,000	TBD	2,000	4,000
6. Enhancing Effectiveness of Subregional Programs to Advance Regional Cooperation and Integration in Southeast Asia (additional financing)	MUL	SERC	KSTA	TASF	1,000	TBD	1,000	2,000
7. Strengthening Procurement Systems in Southeast Asian DMCs (additional financing)	MUL	SEOD	KSTA	TASF	1,500		0	1,500
8. Southeast Asia Energy Sector Development: Investment Planning and Capacity Building Facility (Phase 2)	ENE	SEEN	KSTA	TASF	3,000	TBD	2,000	5,000
Total					19,000		9,500	28,500

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; DMC = developing member country; EDU = education; ENE = energy; FIN = finance; HLT = health; KSTA = knowledge and support technical assistance; MUL = multisector; PSM = public sector management; SEEN = Southeast Asia Energy Division; SEER = Southeast Asia Environment, Natural Resources, and Agriculture Division; SEHS = Southeast Asia Human and Social Development Division; SEOD = Office of the Director General Southeast Asia Department; SEPF = Southeast Asia Public Management, Financial Sector, and Trade Division; SERC = Southeast Asia Regional Cooperation and Operations Coordination Division; SETC = Southeast Asia Transport and Communications Division; SEUW = Urban Development and Water Division; TASF = Technical Assistance Special Fund; TBD = to be determined; TRA = transport; TRM = Thailand Resident Mission; TRTA = transaction technical assistance; WUS = water and other urban infrastructure and services.

Source: Asian Development Bank.

ASSISTANCE PROGRAM FOR CURRENT YEAR

Table A3.1: Lending Products, 2018

Project/Program Name	Sector	Poverty Targeting	Strategic Agendas and Drivers of Change	Division	Year of TRT A/PD A	Cost (\$ million)						
						ADB						
						Total	Regular OCR	COL	ADF Grants	Total	Gov't	Co-finance
1. Greater Mekong Subregion Highway Expansion Phase 2 Project	TRA	GI	IEG/KNS	SETC/TRM	-	213.60	99.40	0.00	0.00	99.40	114.20	0.00
Total						213.60	99.40	0.00	0.00	99.40	114.20	0.00

ADB = Asian Development Bank, ADF = Asian Development Fund, COL = concessional OCR lending, GI = general intervention, Gov't = government, IEG = inclusive economic growth, KNS = knowledge solutions, OCR = ordinary capital resources, PDA = project design advance, SETC = Southeast Asia Department Transport and Communications Division, TRA = transport, TRM = Thailand Resident Mission, TRTA = transaction technical assistance.
Source: Asian Development Bank.

Table A3.2: Nonlending Products and Services, 2018

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	Total (\$'000)
Technical Assistance to be Provided through Sectoral and Thematic Regional Technical Assistance:								
1. Preparing Transport Sector Projects in Southeast Asia (Facility) ^a	TRA	SETC	TRTA	TASF	5,000		0	5,000
2. Strengthening Safeguards Management in Southeast Asia	TRA	SEOD	KSTA	TASF	1,500		0	1,500
3. Green and Innovative Finance Initiative for Scaling Up Southeast Asian Infrastructure	FIN	SERC	KSTA	TASF	1,500		0	1,500
4. Enhancing Effectiveness of Subregional Programs to Advance Regional Cooperation and Integration in Southeast Asia	MUL	SERC	KSTA	TASF	1,000	PRCF	700	1,700
5. Mekong Tourism Innovation	IND	VRM	KSTA		0	DFAT	225	225
6. Mekong Business Initiative (additional financing)	IND	VRM	KSTA	TASF	500	DFAT	12,000	12,500
7. Support to the Association of Southeast Asian Nations Economic Community (additional financing)	PSM	SEPF	KSTA	TASF	3,000		0	3,000
8. Southeast Asia Energy Sector Development: Investment Planning and Capacity Building Facility	ENE	SEEN	KSTA	TASF	3,200	CEFPF and CTF	1,400	4,600
Total					15,700		14,325	30,025

ADB = Asian Development Bank; CEFPF = Clean Energy Financing Partnership Facility; CTF = Clean Technology Fund; DFAT = Department of Foreign Affairs and Trade of Australia; ENE = energy; FIN = finance; IND = industry and trade; KSTA = knowledge and support technical assistance; MUL = multisector; PRCF = People's Republic of China Poverty Reduction and Regional Cooperation Fund; PSM = public sector management; SEEN = Southeast Asia Energy Division; SEOD = Office of the Director General Southeast Asia Department; SEPF = Southeast Asia Public Management, Financial Sector, and Trade Division; SERC = Southeast Asia Regional Cooperation and Operations Coordination Division; SETC = Southeast Asia Transport and Communications Division; TASF = Technical Assistance Special Fund; TBD = to be determined; TRA = transport; TRTA = transaction technical assistance; VRM = Viet Nam Resident Mission.

^a Country-specific stand-alone TA projects on Airports Improvement and Tak-Mae Sot Motorway are supported under this regional transaction technical assistance facility.

Source: Asian Development Bank.

INDICATIVE KNOWLEDGE PUBLICATIONS AND EVENTS

Table A4.1: Knowledge Publications and Events for 2019

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Technical Assistance
1. Final Report on Bangkok Urban Transport Development South Purple Line	Transport	Document	SERD	TA 9394
2. Final Report on Airports Improvement	Transport	Document	SERD	NA
3. International Conference on Thailand Power Subsector	Energy	Event organization	SERD	TA 8977
Total number of publications = 2 Total number of events = 1				

NA = not applicable, SERD = Southeast Asia Department, TA = technical assistance.

Note: "Publications" may include databases, multimedia, and other forms of documentation. "Events" may include event organization and training or capacity development.

Source: Asian Development Bank.

Table A4.2: Additional Knowledge Publications and Events Delivered in 2018

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Technical Assistance
1. Asia Water Week	Water	Event organization	SDCC/WSG	TA 6498
2. Final Report on Supporting Regional Project Development for the Association of Southeast Asian Nations Connectivity—preparing a scoping study on business models for solar rooftop and energy storage systems for Metropolitan	Energy	Publication and documentation	SERD	TA 8240
3. Final Report on Developing Government Support and Risk Management Systems for PPP in Southeast Asia: PPP Transaction Advisory Services for Phuket Light Rail Transit Project	Transport	Publication and documentation	SERD	TA 8313
4. Workshop: Developing Government Support and Risk Management Systems for PPP in Southeast Asia—PPP Transaction Advisory Services for Phuket Light Rail Transit Project: Risk and Financial Modeling	Transport	Capacity development	SERD	TA 8313
5. Final Report on Developing Government Support and Risk Management Systems for PPP in Southeast Asia: Updating MRT Assessment Standardization	Transport	Publication and documentation	SERD	TA 8313
6. Final Report on Developing Government Support and Risk Management Systems for PPP in Southeast Asia—Air Transport in Thailand: Scoping Out Assessment and Analysis	Transport	Publication and documentation	SERD	TA 8313
7. Final Report on Strengthening the Roles of SFIs in Supporting Thailand's Financial Inclusion	Finance	Publication and documentation	SERD	TA 9010
8. Final Report on Secondary Mortgage Corporation: Future Role and Direction/Developing the Secondary Mortgage Market in Thailand	Finance	Publication and documentation	SERD	TA 9010
9. Final Report on Strengthening Regulatory and Supervision Capacity Over the Cooperative Sector	Finance	Publication and documentation	SERD	TA 9010
10. Final Report on Database and Data Specification on Community-Based Financial Institution in Thailand	Finance	Publication and documentation	SERD	TA 9010
11. Knowledge Sharing in Setting up Mortgage Insurance Reverse Company in Thailand	Finance	Capacity development	SERD	TA 9010
12. Knowledge Products to Promote Mortgage in Thailand through Social Media	Finance	Multimedia	SERD	TA 9010

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Technical Assistance
13. Standard IWRM Modelling User Manual	Agriculture and natural resources	Publication and documentation	SERD	TA 9204
14. Final Report on Strengthening River Basin Management	Agriculture and natural resources	Publication and documentation	SERD	TA 9204
15. Capacity Development Workshops on ADB's Disbursement Guidelines	Multisector	Training and capacity development	SERD/PPFD/CTL	NA
16. Support for Master Plan on ASEAN Connectivity Implementation (Phase 3)	Governance and public sector management	Publication and documentation	SERD	NA
17. A series of knowledge-sharing sessions on the renewable energy in Thailand	Energy	Event organization	DOC/PSOD	NA
18. Workshop preparation for the GMS 25th Anniversary: Achievement, Lessons Learned, and the Way Forward	Regional cooperation and integration	Event organization	SERD	NA
19. Seminar on the GMS 25th Anniversary: Achievement, Lessons Learned, and the Way Forward	Regional cooperation and integration	Event organization	SERD	NA
20. Workshop on Strengthening Capacity Development on Project Monitoring and Evaluation for Thailand Development Agencies	Capacity development	Training	SERD/IED	NA
21. Relaunch the publication, <i>ADB and Thailand: Development Partnership toward Inclusive Growth</i> , in Thai version with a university in Bangkok	Multisector	Event organization	SERD/DOC	NA
22. Relaunch the publication, <i>ADB and Thailand: Development Partnership toward Inclusive Growth</i> , in Thai version with a university in the north/northeastern region of Thailand	Multisector	Event organization	SERD/DOC	NA
23. Seminar on Prudent Debt Management for Inclusive and Sustainable Growth in the Age of Digital Transformation	Capacity development, economics, and finance	Event organization	TD	NA
Total number of publications = 11 Total number of events = 12				

ADB = Asian Development Bank; ASEAN = Association of Southeast Asian Nations; CTL = Controller's Department; DOC = Department of Communications; GMS = Greater Mekong Subregion; IED = Independent Evaluation Department; IWRM = integrated water resources management; MRT = mass rapid transit; NA = not applicable; PPFD = Procurement, Portfolio, and Financial Management Department; PPP = public-private partnership; PSOD = Private Sector Operations Department; SDCC = Sustainable Development and Climate Change Department; SERD = Southeast Asia Department; SFI = specialized financial institution; TA = technical assistance; TD = Treasury Department; WSG = Water Sector Group.

Note: "Publications" may include databases, multimedia, and other forms of documentation. "Events" may include event organization and training or capacity development.

Source: Asian Development Bank.