

● *Networking*

● *Excellence*

# ANNUAL REPORT 2022

*(Summary)*

*Driving Forward* ●



Neighbouring Countries Economic Development  
Cooperation Agency (Public Organization) (NEDA)

● *Agility*



# Table of Contents

---

- 03** Administration of Neighbouring Countries Economic Development Cooperation Agency (Public Organization) (NEDA)
- 07** Neighbouring Countries Economic Development Cooperation Agency Board of Directors (NEDB)
- 10** Neighbouring Countries Economic Development Cooperation Agency (NEDA)'s Operational in Fiscal Year 2022
  - Corporation in Economic Development with Neighbouring Countries
  - Managing Financial Resources for Sustainability
  - NEDA's Performance per KPI in Fiscal Year 2022
- 33** NEDA's Operational Plan in Fiscal Year 2023

## Administration of Neighbouring Countries Economic Development Cooperation Agency (Public Organization) (NEDA)

Neighbouring Countries Economic Development Cooperation Agency (Public Organization) (NEDA) is a public organization under the supervision of Neighbouring Countries Economic Development Cooperation Agency Board of Directors (NEDB) whose operation is in line with the Royal Decree on Rules and Procedures for Good Governance, B.E. 2546 (2003), Official Information Act, B.E. 2540 (1997), and Good Corporate Governance of the Office of the Public Sector Development Commission. The meeting of NEDB is set to be held monthly to consider matters related to core missions and operational supports of NEDA both in financial and non-financial aspects.

NEDB is composed of one chairman, five members, who are the Permanent Secretary of the Ministry of Finance, the Permanent Secretary of the Ministry of Foreign Affairs, the Secretary General of the National Economic and Social Development Council, the Director General of the Fiscal Policy Office and the Director General of the Department of International Economic Affairs, four independent members, who are experts in public policy, law, international relations, finance, fiscal issues and accounting.

Furthermore, NEDB appointed its member as a chair or members of the various subcommittees to ensure compliance of NEDA's management and operation with the good governance principals and in line with NEDB's assignment.



**Neighbouring Countries Economic  
Development Cooperation Agency  
Board of Directors (NEDB)**

## Chairperson of the Board

---



**Ms. Chularat Suteethorn**

(1 June 2017 - Present)



## Board of Directors

---



**Mr. Boonchai Charassangsomboon**

Chief Inspector General  
of the Ministry of Finance  
(1 October 2020 - Present)



**Ms. Arjaree Sriratanaban**

Director-General  
Department of East Asian Affairs,  
Ministry of Foreign Affairs  
(1 October 2019 - 30 September 2022)



**Mr. Wanchat Suwankitti**

Deputy Secretary General,  
Office of The National Economic  
and Social Development Council (NESDC)  
(1 October 2020 - Present)



**Mr. Warotai Kosolpisitkul**

International Economic Advisor,  
the Fiscal Policy Office,  
Ministry of Finance  
(1 November 2021 - Present)



**Mr. Cherdchai Chaivaivid**

Director-General,  
Department of International  
Economic Affairs  
(1 October 2019 - Present)



## Independent Directors

---



**Dr. Seree Nonthasoot**

Independent Director of Public Policy  
(20 April 2019 - Present)



**Professor Tongthong Chandransu**

Independent Director of Law  
(20 April 2019 - Present)



**Mr. Jukr Boon-Long**

Independent Director of  
International Relations  
(20 April 2019 - Present)



**Mr. Wisut Chanmanee**

Independent Director of  
Treasury Finance and Accounting  
(20 April 2019 - Present)



## NEDA Executives

---



**Mr. Perames Vudthitornetiraks**

President  
(25 April 2018 - Present)



**Colonel (Ret.) Saranyu Viriyavejakul, D.Sc.**

Vice President  
(27 April 2017 - Present)



**Mr. Kirati Veruwan**

Vice President  
(19 July 2018 - Present)





## Bureau Directors



**Ms. Hataitat Mahasukon**

Director, Project Management Bureau I  
(25 August 2009 - Present)



**Mr. Rapipit Promnart**

Director, Policy and Planning Bureau  
(1 October 2010 - Present)



**Ms. Dariwan Prempoomiwate**

Director, Project Management Bureau II  
(3 July 2013 - Present)



**Mr. Atiwat Lawapimol**

Director, Internal Audit Bureau  
(11 October 2016 - Present)



**Ms. Wipa Sisod**

Director, Administration Bureau  
(7 April 2020 - Present)



**Ms. Sukuma Sarahong**

Director, Efficiency Enhancement  
and Communication Bureau  
(1 June 2020 - Present)



**Mr. Paitoon Chanthanapaiboon**

Director, Treasury Bureau  
(5 May 2020 - Present)





Neighbouring Countries Economic  
Development Cooperation  
Agency (NEDA)'s Operation  
in Fiscal Year 2022



Fiscal Year 2022 Neighbouring Countries Economic Development Cooperation Agency (Public Organisation) (NEDA) is implementing various policies and operational plans. By focusing on being consistent with the NEDA's 20-year strategy (2020-2039) and national strategies, including the 20-year national strategy (2018-2037), economic and social development plans under National Strategy No. 13 (2023-2027), and the master plan under the national strategy on foreign affairs (2018-2037), including the policies of the Thai government under the framework of regional and sub-regional economic cooperation, especially to support Seamless Connectivity in the Greater Mekong Sub-Region. The NEDA's operations under the NEDA's 20-year strategy aim to achieve the vision of developing the organization to become a leading regional organization in joint economic development and society with neighbouring countries to expand trade opportunities, investment, and tourism between Thailand and neighbouring countries, support employment income distribution and reduction of economic and social inequality among the people, to achieve the United Nations Sustainable Development Goals (UN SDGs) and foster inclusive and sustainable growth in the sub-region.

NEDA is considered an important agency of the Thai government as a mechanism for providing assistance for official development (Official Development Assistance: ODA) in the economy of neighbouring countries, both financial and technical assistance through concessional loan and grant for the development of infrastructure (transportation), urban development, public utility development, roads, bridges, railways, and other sectors such as energy, public health, and human resources development. NEDA is also eager to cooperate with other development partners in the region for economic and social development in neighbouring countries. In the meantime, the organization still adheres to the operational principles of good governance together with an effort to reduce the burden of the government.

In accordance with the strategic framework and work plan as mentioned above, NEDA approved budget for fiscal year 2022 at 1,446.23 million baht of which 366.23 million baht was contributed by NEDA's accumulative fund, 500.00 million baht was borrowed from financial institution and 580.00 million baht was contributed by the government budget.

In fiscal year 2022, NEDB had consistently assured NEDA's performance to be in line with the Royal Decree on Establishment of Neighbouring Countries Economic Development Cooperation Agency (Public Organization), B.E. 2548, Article 31 (1) which stated NEDA's status as a small organization with effectiveness and flexibility, and in line with related acts; Official Information Act, B.E. 2540, and Royal Decree on Rules and Procedures for Good Governance, B.E. 2003, NEDB had supervised NEDA's effective performance under manageable risk as well as continually encouraging NEDA to improve its human resources and administration system. NEDB had also supported NEDA's work procedures to be flexible, effective, and transparent. In the fiscal year 2022 NEDA had faced some uncontrollable challenge and limitation. Both from the spread of COVID-19 and the political and economic instability in neighbouring countries. This inevitably affected NEDA, and it was necessary for NEDA to be more cautious and concise development cooperation policies with neighbouring countries. However, despite the obstacles in performing its main mission, the NEDA still strives to perform at its best by utilizing information technology systems to support operations within the aforementioned limitations and corporate risk management. Including the integration of cooperation with key regional development partners and research agencies. As a result, the performance assessment according to the NEDA's performance certification were generally at a very high level. In summary, the performance in fiscal year 2022 can be summarized as follows:

## Corporation in Economic Development with Neighbouring Countries

NEDA's operational policy in the fiscal year 2022 is still focused on Cooperation for economic development with neighbouring countries namely Cambodia, Lao PDR, Myanmar through Financial Assistance: FA and Technical Assistance: TA. The results of cooperation for economic development with the three neighbouring countries can be summarized as follows:



## The Kingdom of Cambodia (Cambodia)



Map showing the location of NEDA cooperation projects.

In fiscal year 2022, NEDA has a total of 2 cooperation projects in the Kingdom of Cambodia (Cambodia) in the field of development to connect transportation infrastructure consisting of (1) FA On-going, The Construction of Stung Bot Border Crossing Facilities (BCF) and Access Road to National Road No.5 Project and (2) The Upgrading of National Road No. 67 (NR67) (Siem Reap - Anlong Veng to Choam/Sa Ngam) Project.

In this regard, NEDA's operations under the aforementioned cooperation projects will help improve the quality of life and create travel safety for people in the area. Supporting the volume of goods transportation and public traffic that tend to increase according to the level of economic development and relations between the two countries. As well as adding economic value to the areas along the aforementioned financial cooperation project routes, such as the development of supply chains and linking tourism routes. The project details for cooperation for economic development with Cambodia are as follows:

### 1.The Construction of Stung Bot Border Crossing Facilities (BCF) and Access Road to National Road No.5 Project

NEDA has provided financial support in the form of loans with concessional conditions. (Concessional Loan) to the Cambodian government in the amount of 928.11 million baht for the implementation of the Stung Bot project and Access Road to National Road No. 5 as part of promoting ASEAN Connectivity. Especially

the regional infrastructure connection, which aims to facilitate trade and investment and support the expansion of logistics and services between countries, as well as the logistic convenience around the Aranyaprathet border checkpoint, Ban Khlong Luek, Sa Kaeo-Poipet province, and Banteay Meanchey Province.

As of September 2022. The said project has a construction progress of 64.59%. which has implemented according to the scope of the project, namely (1) improvement and development international checkpoints and access roads (2) Constructing accommodations for the checkpoint officers (3) Construction of Cross Dock and Warehouse; and (4) Construction of Flood Mitigation. It is expected to be open for service by 2023, when the construction is completed and the project is open for service. This will help promote more connectivity between Thailand and Cambodia.



*The picture shows the Stung Bot project operation area and the construction site of the Stung Bot project in the Border Control Facilities (BCF) building.*

## 2.The Upgrading of National Road No. 67 (NR67) (Siem Reap - Anlong Veng to Choam/Sa Ngam) Project

NEDA has provided financial support in the form of loans with concessional conditions (Concessional Loan) to the Government of Cambodia in the amount of 983.00 million baht for The Upgrading of National Road No. 67 (NR67) (Siem Reap - Anlong Veng to Choam/Sa Ngam) Project, which is significant to drive the Economic and social development between Thailand and Cambodia, as well as supporting transportation within Cambodia under the Greater Mekong Subregion (GMS) economic cooperation framework.

The aforementioned project is a road development project along the original route from Siem Reap Province (a tourist destination in Cambodia) to the Thai-Cambodian border in the permanent border crossing Choam/Sa Ngam Sisaket Province total distance 134.68 kilometres (131.46 km. as asphalt concrete (AC) and 3.22 km. as reinforced concrete (RC)). In August 2022, the Council of Ministers (Cabinet) passed a resolution approving NEDA to support the implementation of the said project in Cambodia. It is expected that the route improvement will be completed within the fiscal year 2025.



*The picture shows the NR67 project area and the current state of National Road No. 67.*



## The Lao People's Democratic Republic (Lao PDR)



Picture outside Vientiane Station

In fiscal year 2022, NEDA implemented cooperation for economic development with Lao PDR on a total of 5 projects, consisting of 3 Financial Assistance (FA) projects and 2 Technical support projects, summarized as follows:

### 1. Financial assistance projects of the Lao PDR

NEDA has three major ongoing FA projects, consisting of (1) Thanaleng-Vientiane Railway Construction Project, Phase 2 Section 2, Lao PDR, (2) The Development of National Road 11 (R11) Section of Khok Khaodor - Ban Nonsavanh - Sanakham District - Ban Vang - Ban Nam Sang Project, and (3) The Development of the 5th Thai - Laos Friendship Bridge (Bueng Kan - Bolikhamsai) Project.

#### 1.1 Thanaleng-Vientiane Railway Construction Project, Phase 2 Section 2, Lao PDR

NEDA has provided financial support in the form of loans with concessional conditions (Concessional Loan) to the Government of Laos in the amount of 994.680 million baht for the construction of the Thanaleng-Vientiane Railway, Phase 2. Section 2 aims to extend the first railway line of Lao PDR to reach the capital of Vientiane by connecting from Nong Khai Railway Station to Thanaleng which is under the construction of the Thanaleng-Vientiane Railway in Phase 1. The scope of the project consists of the Construction of the main railway system starting from Thanaleng Station to Vientiane Station a distance of 7.50 kilometers. The signaling system. Vientiane Station Construction. Staff house. Vientiane Station Entrance and Railway intersection work.

These projects would support rail transportation between Thailand and Lao PDR. Because goods and passengers can be transported from the Thai side across the route to Lao PDR. The aforementioned train route will end in Vientiane. Such a connection can reduce costs and increase the potential in logistic. Ongoing investment and creating opportunities for the Thai private sector to do business in Lao PDR, such as obtaining a concession to manage a container yard (CY) and managing commercial space in Vientiane Station. The project's construction started on October 1, 2019, with a construction period of 27 months. The construction was originally scheduled to be completed in December 2021, but the construction period was extended to end in June 2022 due to the expropriation of some parts of the land and the contractor's inability to access the area. The project was completed on June 30, 2022.





*Pictures inside Vientiane Station*

## 1.2 The Development of National Road 11 (R11) Section of Khok Khaodor - Ban Nonsavanh - Sanakham District - Ban Vang - Ban Nam Sang Project

The Development of National Road 11 (R11) Section of Khok Khaodor - Ban Nonsavanh - Sanakham District - Ban Vang - Ban Nam Sang Project. The Lao PDR government receives financial support from the NEDA in the form of a loan with concessional conditions (Concessional Loan) in the amount of 1,826.50 million baht. The objective is to improve National Road No. 11, approximately 124 kilometres long, and to repair National Road No. 11 from Ban Tat Thong-Nam Sang to Sangthong City, a distance of about 150 metres. The scope of construction consists of :



*Route conditions under construction under the R11 project*

### 1st Contract

- **Main Road:** Ban Nam Sang - Ban Wang - Ban Don Hiang - Ban Nonsavanh distance of about 60 kilometers
- **Junction:** Ban Nonsavanh - Mueang Sanakham distance of about 18 kilometers
- **R11 Road Repair:** from Ban Tat Thong section km. 29, a distance of about 150 meters

### 2nd Contract

- **Construction of the main road:** Ban Nonsavanh - Khok Khaodor, a distance of about 46 kilometres.



R11 Project Khok Khaodor section along the Chiangmai-Vientiane Economic Corridor:  
CVEC / Condition of the route under construction under the R11 project

This project is crucial for the economic development of Thailand and Lao PDR. It is considered a more efficient physical transportation linkage between the two countries and the sub-region. As a result, transportation and logistics along the Chiangmai-Vientiane Economic Corridor (CVEC) are more convenient, faster, and safer. This decreases the cost of travel and inter-transportation. Which will greatly benefit trade promotion and expand investment between the two countries in the future. Especially border trade. The project commenced construction on October 15, 2019. The construction was originally scheduled to be completed in October 2022. However, the construction period has now been extended. The construction is scheduled to be completed in July 2023 due to the spread of the Coronavirus Disease (COVID-19) and the amount of soil work that is higher than specified in the contract. As a result, the project was delayed.

### 1.3 The Development of the 5th Thai - Laos Friendship Bridge (Bueng Kan - Bolikhamsai) Project

The Development of the 5th Thai - Laos Friendship Bridge (Bueng Kan - Bolikhamsai) Project. The objective of this project is to develop the transportation network between Thailand and Lao PDR under the framework of economic cooperation in the Greater Mekong Subregion (GMS), which will benefit supporting logistics linkages between Thailand and Lao PDR with a route starting from Kai Si Sub-district, Mueang Bueng Kan District, Bueng Kan Province, through the Thai-Lao PDR international checkpoint and cross over to Ban Kluay, Muang Pakxan, Bolikhamsai Province, Lao PDR.



Map of The Development of the 5th Thai - Laos Friendship Bridge (Bueng Kan - Bolikhamsai) Project, Lao PDR.

The main agencies responsible for such projects include the Department of Highways (the main agency in Thailand). The Department of Khua Thang is the main agency of the Lao PDR, and NEDA is the sponsor of the loan with concessional conditions (Concessional Loan) for the expenses on the Lao PDR side.



Construction site of the 5th Friendship Bridge



Photo of the construction of the border checkpoint on the side of the Lao PDR

NEDA signed a financial assistance agreement with the Lao PDR on January 17, 2020. It is a full loan in the form of concessions with a credit limit of 1,380.067 million baht, an interest rate of 1.50% per year, and a repayment period of 30 years (7 Years grace period). The project is currently under construction. The implementation period is 36 months, and the construction is scheduled to be completed in January 2024. The project will help strengthen the transportation network between Thailand, Lao PDR, Vietnam and China to be convenient, safe, and reduce transportation time and expenses. Also increasing the potential for border trade between the two countries.

## **2. Technical assistance projects of the Lao PDR**

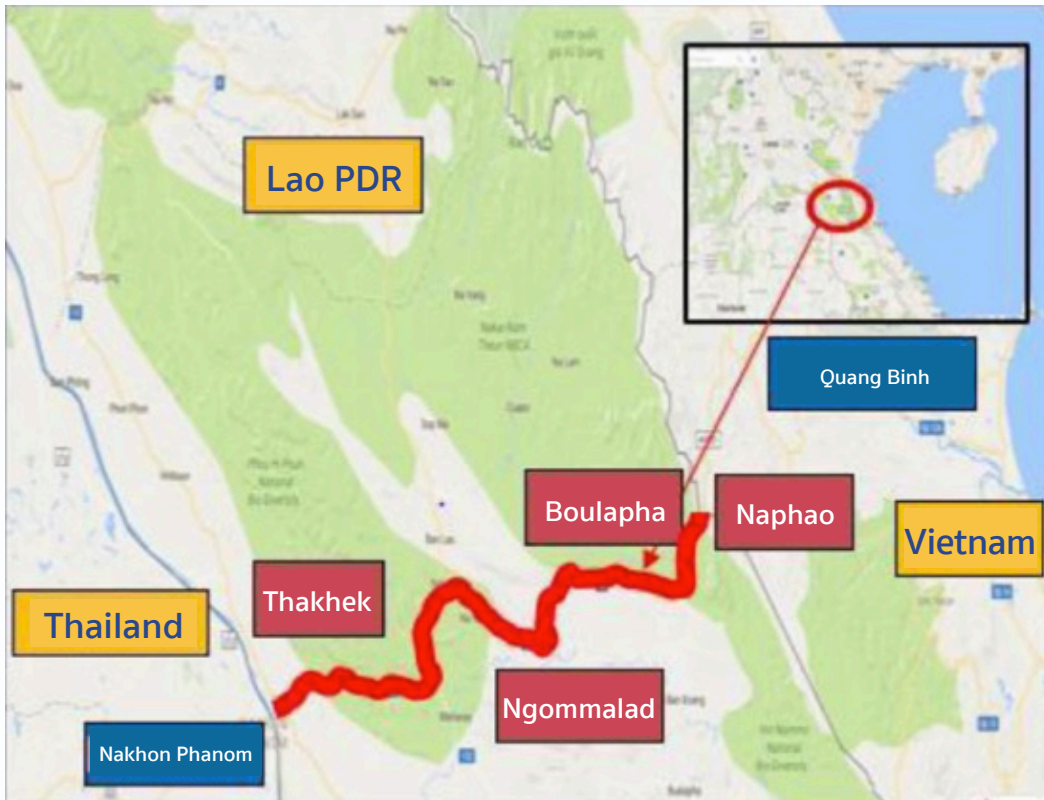
NEDA has two major TA projects in progress, consisting of (1) The Feasibility study and detailed design for development of route 12 (R12) Project (Thakhek - Ngommalad - Boulapha - Naphao), Lao PDR and (2) The Detailed design of the Chiangman - Luang Prabang Bridge Construction Project, Lao PDR.

### **2.1 The Feasibility study and detailed design for development of route 12**

#### **(R12) Project (Thakhek - Ngommalad - Boulapha - Naphao), Lao PDR**

The Feasibility study and detailed design for development of route 12 (R12) Project (Thakhek - Ngommalad - Boulapha - Naphao), Lao PDR starts from Thakhek town, Khammouane district at the junction with National Road No. 13, about 17 kilometres from the Nakhon Phanom border crossing (via the 3rd Thai-Lao Friendship Bridge). Connects to Mueng Ngommalad, Boulapha town, and ends at the Naphao international border crossing, Lao PDR, which is opposite the Chalo Mong Binh international border crossing Quang Binh Province, Vietnam has a distance of approximately 147 kilometres.

As for the project progress, NEDA completed the review of the study results on February 25, 2022. In addition, on August 2, 2022, the Ministry of Finance, Lao PDR sent a formal request to the NEDA. Currently, NEDA is in the process of drafting the contract and negotiating the loan conditions for the said project with the Lao PDR. In this regard, NEDA expects to sign a financial assistance agreement during the fiscal year 2023.



Map of Road No. 12 (R12) Development Project (Thakhek - Ngommalad - Boulapha - Naphao), Lao PDR

## 2.2 The Detailed design of the Chiangman - Luang Prabang Bridge Construction Project, Lao PDR



Map of the Chiangman-Luang Prabang Bridge Construction Project, Lao PDR

The Detailed design of the Chiangman - Luang Prabang Bridge Construction Project, Lao PDR. It is a technical cooperation project to study the project feasibility and explore the detailed design for the construction of a two-lane road and a bridge across the Mekong River. Chiangman - Luang Prabang to connect the road from Hongsa City, Ban Chiang Man to Luang Prabang and National Road No. 13. The study began on May 3, 2022. It is expected that the study will be completed in April 2023.



## Republic of the Union of Myanmar (Myanmar)

In fiscal year 2022, NEDA has three projects in progress, divided into financial cooperation projects in areas and urban development and 2 projects in Energy Field: (1) The Third GMS Corridor Towns Development Project (Water Supply and Solid Waste Management in Myawaddy, Kayin State) and (2) The Power System Development in Yangon City Project (North Okkalapa and North Dagon Townships) and one technical cooperation project in the field of energy, namely The Detailed Design for the 66 kV Line 50 miles from 230 kV Myawaddy Substation to Sukali (Oakkayeikhta) and 66/11 kV 20 MVA new Substation at Sukali Project.



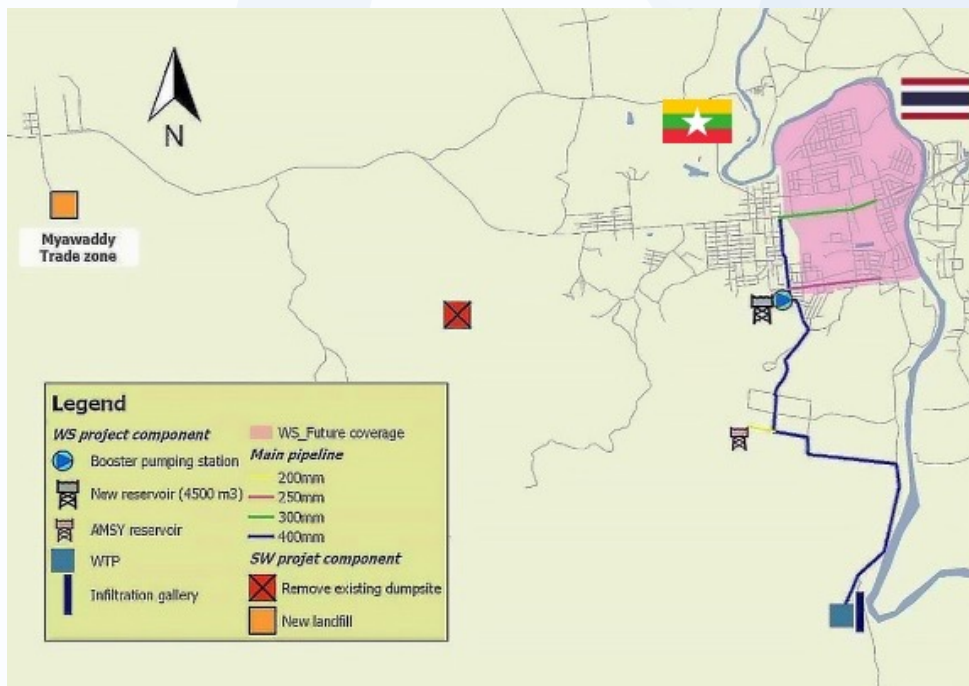
Map showing the location of NEDA cooperation projects in Myanmar

In this regard, the said operations will enhance the quality of life of the people in the project area. Strengthening the potential to support economic activities along the sub-regional economic corridor Mekong River efficiently. The details of the cooperation projects for economic development with Myanmar are as follows:

## 1. The Third GMS Corridor Towns Development Project (Water Supply and Solid Waste Management in Myawaddy, Kayin State)

NEDA has provided financial support in the form of loans with concessional conditions (Concessional Loan) to the Government of Myanmar in the amount of 777.77 million baht for the implementation of urban development projects under the economic corridor Greater Mekong Subregion, Phase 3, in Myawaddy. It is financed in parallel with the Asian Development Bank (ADB) to strengthen economic and social connectivity along the East-West Economic Corridor (EWEC). And aim to strengthen the infrastructure of Myawaddy City (improvement of the water supply system and waste management system development) to effectively support economic activities between the Tak Special Economic Development Zone of Thailand and the Myawaddy Industrial Zone of Myanmar.

Information as of September 2022. The project is under review and detailed design according to the scope of the project, namely (1) Water supply system improvement and (2) Waste management system development. Construction work is expected to commence within the fiscal year 2023.



The picture shows the area of the urban development project, in the part of the city of Myawaddy  
(Source: Feasibility Study Report for the Third GMS Corridor Towns Project by ADB)



The picture shows the area of the urban development project. As for Myawaddy City (Source: Feasibility Study Report for the Third GMS Corridor Towns Project by ADB), pictures show the current condition of the landfill area (left) and the water supply area (right), which will be renovated under the urban development project under the Greater Mekong Subregional Economic Corridor Phase 3 in the part of Myawaddy. (improvement of the water supply system and development of a waste management system)

## 2. The Power System Development in Yangon City Project (North Okkalapa and North Dagon Townships)



The picture shows the operation area of the Yangon Electricity Project.

NEDA has provided financial support in the form of loans with concessional conditions (Concessional Loan) to the Government of Myanmar in the amount of 1,458.24 million baht for the operation of the Yangon Electricity Project (North Okkalapa Region and North Dagon Region) in order to strengthen electricity security for Myanmar to support the increasing demand for electricity. Create an environment conducive to trade and investment. As well as expanding regional power system connectivity and reliability and increasing the efficiency of power distribution in the project area. This allows residents and investors to use electricity more efficiently. People have a better quality of life. As well as reducing the cost of maintenance of electrical systems in both the public and private sectors.





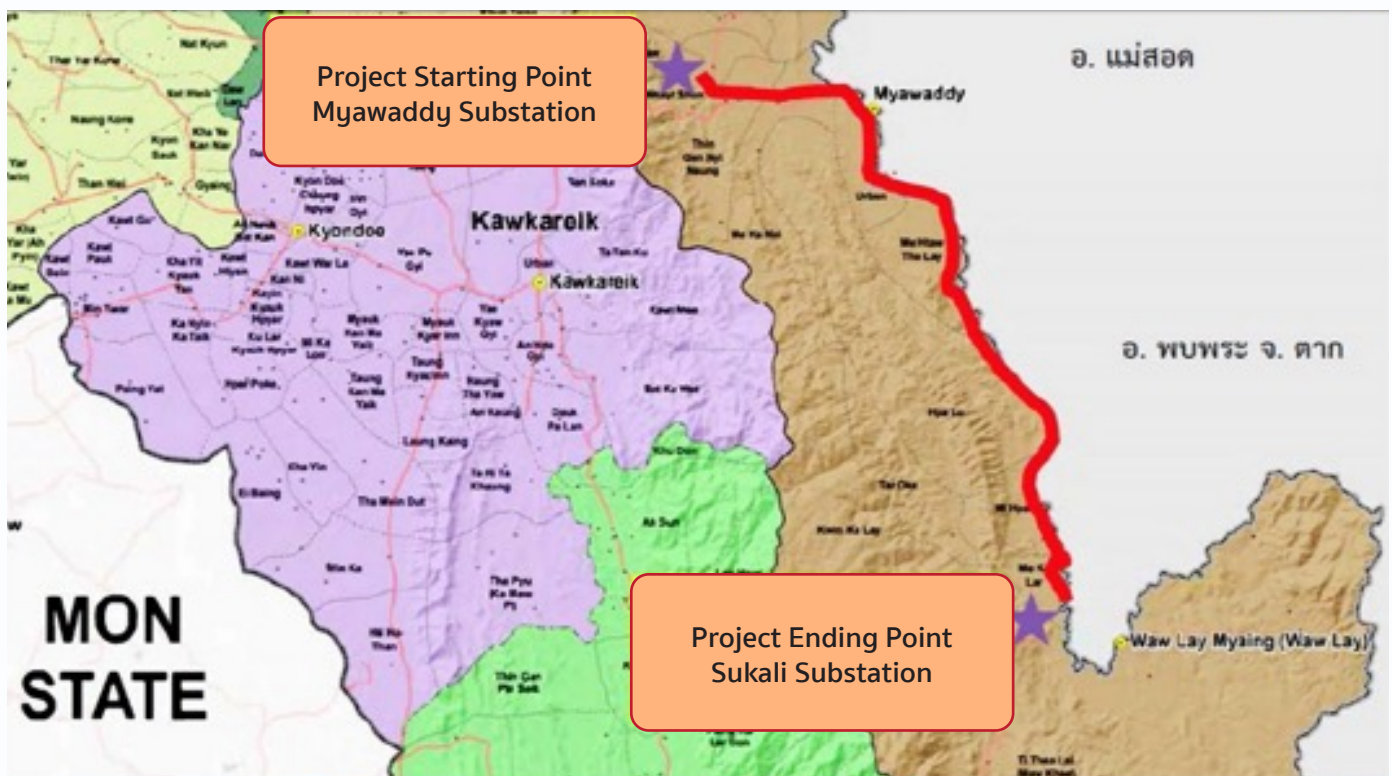
*Picture showing the operation area of the Yangon Power Project. Picture showing the current condition of the power substation (left) and the transmission line (right) that will be improved under the Yangon Power Project.*

Information as of September 2022. Myanmar is in the process of selecting design consultants and supervising construction work to carry out work within the scope of the project, namely (1) The construction of substations; (2) The installation of the transformer; and (3) The construction of the transmission line. The construction is expected to begin within the fiscal year 2024.

### **3. The Detailed Design for the 66 kV Line 50 miles from 230 kV Myawaddy Substation to Sukali (Oakkayeikhta) and 66/11 kV 20 MVA new Substation at Sukali Project**

NEDA has provided technical support to the Government of Myanmar in the amount of 16.69 million baht for The Detailed Design for the 66 kV Line 50 miles from 230 kV Myawaddy Substation to Sukali (Oakkayeikhta) and 66/11 kV 20 MVA new Substation at Sukali Project which is a detailed construction design. This includes project feasibility studies by conducting a study and analysis covering engineering, economic, social, and environmental aspects to assess the feasibility and value of the project. Including the benefits and impacts that will occur from the project.

As of September 2022, the feasibility study and detailed design service provider are in the process of collecting secondary data and prepare to perform missions in the project area to collect primary data for an Interim Report. The feasibility study and detailed design are expected to be completed within the fiscal year 2023.



*The picture shows the detailed design and operation area of the 66 kV transmission line construction project from Myawaddy Substation to Sukali Substation. Construction of the 66/22 kV Sukali Substation and Improvement of the 230 kV Myawaddy Substation in Myawaddy Province*

## Managing financial resources for sustainability

### Efficient and sufficient money management for fiscal year 2022 operations

The Board of Directors of the Neighbouring Countries Economic Development Cooperation Agency (NEDA) has approved the expenditure budget framework for the fiscal year 2022 in the amounting of 1,446.23 million baht, with the following sources: (1) The allocated national budget for the fiscal year 2022 in the amount of 580.00 million baht; (2) The accumulation of NEDA in the amount of 366.23 million baht; and (3) Loan from financial institutions in the amount of 500.00 million baht as a result of disbursement. In the fiscal year 2022, it appears that NEDA has disbursed a total of 1,091.39 million baht, representing 75.46% of the budget approved by NEDB.

## Study of financing tools to fund development

NEDA has a policy to study financial innovations in money and capital markets, namely Green Bond (Green, Social, and Sustainability Bond (ESG Bond)) for the benefit of financing capital allocation and investment, as well as suitable risk hedging tools. Due to the Neighbouring Countries Economic Development Cooperation Agency Board of Directors (NEDB) has foreseen the importance of studying the issuance of debt instruments. Types of Green Bonds, Social Bonds, Sustainability Bond and Index Linked Bonds. This is consistent with the concept of sustainable development called Environment, Social, and Governance (ESG), which investors use to consider investments that focus on environmental, social, and governance issues.

### Studying financial innovations in money markets, capital markets are expected to benefit

1. NEDA will increase knowledge in the development of funding sources. Studying new products in the capital market, such as ESG Bond (Sustainability), Green Bond, Social Bond, Index Linked Bond, etc. Including getting to know the relevant market principles which will be financial tools for funding in the future of NEDA.

2. NEDA will understand the characteristics of the product. Implementation guidelines, procedures, funding methods, timeframes, and operating costs compared to conventional bond issuance from various perspectives including the advantages, disadvantages, and worthiness of this type of debt issuance.

3. It is a relationship with the market. This will be helpful in seeking funding for NEDA, including as an opportunity to publicize NEDA to new groups of investors who are interested in investing in debt securities in this group.

In this regard, the issuance of ESG Bonds will help support the operations of NEDA to achieve its vision of being a leading organization in co-developing and creating inclusive and sustainable growth and increase the opportunity to expand the scope of cooperation for economic and social development to other fields. In addition to the development of transportation infrastructure and urban development. This will further enhance the role of NEDA as Thailand's development partner in the region.

## Budget management and debt management for Fiscal Year 2022

### Debt Collection and Management

For the management of funds in the fiscal year 2022, NEDA can manage an amount of 10.80 million baht with an average rate of return of 0.52 percent per year, which is higher than the target set at the beginning of the fiscal year. (Estimated amount of 10.00 million baht). At the end of the fiscal year 2022, NEDA had a balance of 1,622.49 million baht.

#### 1. Debt Collection

NEDA has provided financial assistance to neighbouring countries in the amount of 16,207.99 million baht of which 13,942.80 million baht was concessional loan, and a grant of 2,265.18 million baht, with the principal being repaid of 2,635.03 million baht and an outstanding principal debt

of 11,307.78 million baht. In fiscal year 2022, NEDA completed the follow-up and collection of debts according to the contract. There were 46 debt collections, totaling 488.57 million baht, consisting of principal of 343.68 million baht and interest income of 144.89 million baht.

## 2. Repayment

NEDA has paid debts to the state-owned specialized financial institution, the Export-Import Bank of Thailand (EXIM Thailand), 12 times, with interest payments totaling 36.98 million baht.

## 3. Bond Settlement

NEDA has repaid bond debt to a commercial bank, TMB Thanachart Bank Public Company Limited, by paying interest to bond holders in the amount of 21.00 million baht to TMB Thanachart Bank Public Company Limited, a registrar and payment agent.



# NEDA's Performance per KPI in Fiscal Year 2022

NEDA and Office of the Public Sector Development Commission (OPDC), who is the supervisory committee of public organizations, agreed to lay out key performance indicators (KPI) for fiscal year 2022 in 3 parts, such as Part 1: Performance Evaluation Elements, Part 2: Assessment Indicators, and Part 3: Impact Indicators to follow up on success on a yearly basis (Monitoring KPI) as follows:

**Part 1: Performance Appraisal Components consist of four elements, as follows:**



**Part 2: Indicators for Performance Appraisal** i.e., Integrity and Transparency Assessment (ITA)

**Part 3: Monitor indicators** are indicators that show the impact of the operations of public organizations to monitor the success of public organizations on a yearly basis (a monitoring KPI)

## Part 1 Performance Appraisal Components

In fiscal year 2022, NEDA has to face various challenges and limitations, some of which are out of control. Especially the insurgency in Myanmar, which NEDA was inevitably directly affected by, appealed one indicator to OPDC, which is indicator 2.1.2, the level of success of financing other than the budget to support neighbouring countries. It has been affected by the insurgency in Myanmar that has occurred since February 1, 2021, until now. In addition, the coronavirus (COVID-19) outbreak has delayed the financial assistance for The Power System Development in Yangon City Project (North Okkalapa and North Dagon Townships), Myanmar. It was unable to enter the project area. As a result, the project has not been disbursed according to plan, so the NEDA therefore had to postpone borrowing in order to save on government costs.

However, despite the obstacles in the performance of the main mission, NEDA is still committed to work deliberately and with full competence. Therefore, the results of the performance assessment according to the performance certification of NEDA Overall, it's at 97.5 points, which is a very good level.

## Part 2 Indicators for Performance Evaluation

For the fiscal year 2022, NEDA received an Integrity and Transparency Assessment (ITA) score of 92.83 points, which is at the A level.

## Part 3 Monitor indicators

The performance of NEDA in promoting a logistics network within the Mekong sub-region to facilitate and reduce the time and cost of transportation will be decisive in 2022. NEDA is currently deliberating the updated Progress Report No. 1 for the construction of the Chiang Man Bridge between Luang Prabang and Lao PDR.

## Enterprise Risk Management Guidelines

NEDA is aware of the organization's mission and potential threats to the specified organizational goals for the fiscal year 2022. As a result, the risk management and internal control plans for the NEDA's fiscal year 2022 have been created using the Committee of Sponsoring Organizations of the Treadway Commission framework for risk management. To be utilized as a part of the organization's overall operation and risk management to guarantee that NEDA is dedicated to managing the results in accordance with the organization's goals and indicators at the designated risk level reasonable given the situation and the changing environment. NEDA has foreseen the importance of operating with transparency and



preventing conflicts of interest in operations. Therefore, NEDA has prepared a risk management and internal control plan for the fiscal year 2022 that is consistent with the organization's strategic plan by identifying projects and activities that respond to corporate risks with a time frame and responsible person.

In its risk management and internal control plan for the fiscal year 2022, NEDA has chosen 4 projects with high operational risks and divided them into 6 plans, each of which consists of the following:

Project	Risk management plan
Neighbouring countries support	1. Neighbouring country risks and Project Pipeline development
	2. Administration of financial and technical assistance projects to neighbouring countries in times of crisis. 2.1 In the event that the Lao PDR defaults on debt payment 2.2 Case Study of the coup in Myanmar 2.3 Quality control and inspection of construction projects
Financial management	3. NEDA's financial management by focus on costs
Organization management	4. Crisis continuity management the endless of COVID-19 outbreak 4.1 Preparation of the IT infrastructure needed to facilitate working from home and gaining expertise with technology in business operations 4.2 Examining the staff's health care and setting up operational processes. In the unlikely event that a NEDA employee infected with COVID-19
Compliance	5. Monitoring of activities performed in conformity with the Personal Data Protection Act
	6. Supervision NEDA's public relations performance

NEDA was able to complete its activities in accordance with the designated work plan, which allowed NEDA to reduce the intensity of risks to an acceptable level, such as Strategic Risk, Operation, financial, and compliance, which may be found in the crucial NEDA activities.



# NEDA's Operational Plan in Fiscal Year 2023



# NEDA's Operation Plan in Fiscal Year 2023

The Neighbouring Countries Economic Development Cooperation Agency Board of Directors (NEDB) approved the Office of Neighbouring Countries Economic Development Cooperation (NEDA) action plan for Fiscal Year 2022 on July 20, 2022, which included 35 activities which was established under NEDA's 20-year strategic plan, and the aforementioned action plan is also consistent with the 20-year national strategy (2018-2037), the 13th National Economic and Social Development Plan (2023-2027), and the master plan under the national strategy on foreign affairs (2018-2037), as well as the policies of the government. The key points are summarized as follows:



## Vision :

NEDA is a leading organization for development cooperation and building sustainable growth equally

## Mission :

- 1) Government's mechanism to provide financial and technical assistance to improve quality of life and create equal sustainable growth in the region
- 2) Integrate with government and private agencies both inside and outside the country to act as a development partner to promote trade and investment opportunity

## Main Objectives :

- 1) Develop financial and assistance cooperation to raise and improve the region's population's quality of life.
- 2) Act as a Think Tank that provides advice and proposals for infrastructure development policies.
- 3) Coordinate and incorporate collaboration with both domestic and international organizations.
- 4) Improving organizational management will enable it to change in accordance with difficult societal dynamics and overall national strategies.

## Strategy 1 : Develop Financial Assistance and Cooperation with Neighbouring Countries.

The action plan to support Strategy 1 consists of two strategies: 1. Upgrading the process of providing financial services and developing financial tools Including expanding the total budget limit to be consistent with the mission of NEDA on a continuous and sustainable basis, and 2. Set up a risk assessment framework for the assisted target countries. Including the financial sustainability of NEDA in the sustainable implementation of its main mission for sustainable development. NEDA has stipulated 11 activities, for example, a study of guidelines for comprehensive financial cooperation for sustainable development. The World Bank loan case study covers the maintenance period. A study of criteria for calculating various fees by exchanging knowledge with international agencies or financial institutions as base line and apply to NEDA. Preparation of ESG Bond/Green Bond issuance. Technical Assistance (TA) to neighbouring countries according to the Development Cooperation Program with Cambodia, Lao PDR, and Myanmar. Financial Assistance (FA) to neighbouring countries according to the results of the feasibility study, providing knowledge transfer to officers in neighbouring countries in two courses related to academic and financial cooperation with neighbouring countries. Preparation of a potential project plan between NEDA and Bhutan in 2023–2027. Risk assessment in the operation of NEDA in accordance with Responsible Business Conduct (RBC) Operational guidelines are studied in the event that neighbouring countries announce a debt moratorium, etc.

## Strategy 2 : Develop knowledge on International Development (Think Tank).

The action plan to support Strategy 2 consists of three strategies: 1. Develop infrastructure knowledge to further develop and invest in infrastructure for developing countries 2. Establish a policy research network for the development of quality infrastructure and 3. Disseminate and communicate knowledge on infrastructure and the development of quality infrastructure. NEDA has defined 5 activities consisting of Develop a database system and data warehouse for Financial Assistant (FA) and Technical Assistant (TA) projects under the responsibility of Sor Bor Kor 1 and 2 to support the Front and Back Office systems. Organize one topic of research and development work with OBELS. Developing cooperation with agencies with research missions abroad in order to determine guidelines for joint work in the future. Organizing NEDA Talk in Uni activities to disseminate the roles and missions of NEDA. Implementation of social and environmental responsibility projects in the area of Stung Bot Permanent Border Crossing Development Project and the road linking to National Road No. 5, Kingdom of Cambodia to enhance the quality of life and well-being of the people in the project area and reduce various risks related to the implementation of the project.

## Strategy 3 : Policy Synergy

Strategy 3 action plan consists of two strategies: 1. Create alliances by coordinating with Thai agencies in order to have financial and technical assistance plans and cooperation integrated plans and 2. Work with partners under the assistance plan or cooperation plan, both financial and technical, with linkage and integration. NEDA has defined two activities to be carried out, consisting of Hosting and attending annual meetings with Development Partners. Integrate with partner agencies such as the Thailand International Cooperation Agency (TICA) in providing Financial Assistance (FA) and Technical Assistance (TA) to neighbouring countries and the Export-Import Bank of Thailand (EXIM Thailand) on issues related to projects and assistance to the neighbouring countries.

## Strategy 4: Resilient Organization.

Strategy 4 action plan consists of four strategies: 1. Develop and promote human resources 2. Increase performance by improving operational efficiency 3. Supporting the use of digital technology within the organization and 4. Building corporate culture and creating a mindset for personnel in the matter of a Resilient Organization. NEDA has stipulated 17 activities, such as organizing corporate public relations activities (setting up a booth or organizing an exhibition or lecture) in at least 4 educational institutions to create awareness about NEDA, manage and encourage personnel to attend meetings technical seminars or workshops in the form of lectures, joining Work Shops, or developing knowledge or skills with external agencies, NEDA Risk management according to the Ministry of Finance's criteria on standards and guidelines for risk management practices for government agencies (B.E. 2562), the information system structure improvement project to integrate the information system database (Front and Back offices), Development of NEDA's platform to be convenient and easily accessible by developing an e-Meeting Application to support a web-Based system for sub-committee meetings. Organizing learning organization activities, Innovation activities to strengthen the learning organization to create an initial mindset on innovation for personnel in the fiscal year 2022. Assessment of morality and transparency in the operation of NEDA (Integrity and Transparency Assessment: ITA) and process studies Fact examination process and disciplinary actions of NEDA in accordance with administrative measures for efficiency in disciplinary and ethical actions as specified by OPDC etc.

According to the aforementioned operational plan, NEDB has approved the Fiscal year 2023 budget total of 1,144,038,173 baht, of which 264,038,173 baht was allocated from NEDA's fund, 300,000,000 baht loaned from financial institution and 580,000,000 baht allocated from the government budget.



Neighbouring Countries Economic Development  
Cooperation Agency (Public Organization) (NEDA)