

Housing Development for Low-income Earners Inequality and Public Private Partnership Act in Thailand

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Abstract

The burgeoning need for low-income housing in Thailand and the potential of Public-Private Partnerships (PPPs) to address this challenge forms the crux of this study. The primary objective of this study is to analyze the development of housing projects for low-income individuals, particularly those operated as Thai-foreign joint ventures, and to evaluate their efficiency, quality, and socio-economic impact. This research presents significant benefits by providing insights into effective PPP models and contributing to policy recommendations aimed at enhancing low-income housing strategies in Thailand. It also extends to understanding the broader implications of these projects on local economies and communities. The research methodology encompasses a comprehensive review of relevant literature, an analysis of international case studies from Singapore, Japan, America, and England, and expert interviews. This approach ensures a multi-dimensional understanding of PPPs in the housing sector. The results of the study indicate that while PPPs offer a promising avenue for addressing low-income housing needs, challenges persisting in policy implementation, stakeholder engagement, and project sustainability, effective PPPs require a harmonious blend of public oversight, private sector efficiency, and community involvement. In summary, the study recommends a robust policy framework, integration of innovative practices, and active community participation for the success of PPPs in low-income housing. These findings aim to guide policymakers and practitioners in optimizing PPP models for the benefit of Thailand's low-income populations.

Keywords: Public-Private Partnerships (PPP), Sustainable Housing Development, Policy Implementation, PPP Act, Housing Policy, and Thai-Foreign Joint Ventures.

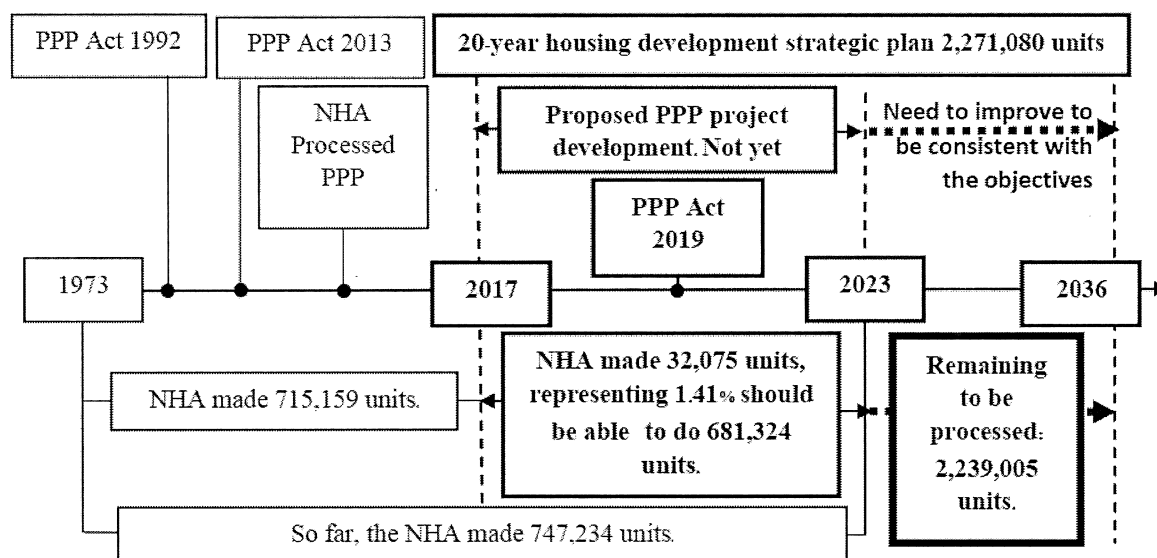
Introduction

The landscape of Public-Private Partnerships (PPP) in Thailand, especially in the housing sector for low-income groups, provides a rich context for exploration due to its historical development and the evolving legislative framework (Smith, 2021). The PPP model in Thai housing mirrors both policy dynamics and broader socio-economic challenges, offering a lens into potential innovative solutions (Brown & Nguyen, 2020).

Background and Development of PPP Housing in Thailand: The Ministry of Social Development and Human Security envisions 'Every Thai person has universal housing and a good quality of life in 2036 (Housing for all).' This vision aims to create housing opportunities, reduce inequality, and improve housing stability and affordability. As part of the 20-year strategic housing development plan from 2017 to 2036, the National Housing Authority (NHA) has set ambitious targets, including the construction of 2,271,080 housing units. However, only 747,234 units or 32,075 units have been built to date, accounting for 1.41 percent of the intended goal (NHA, 2019). This discrepancy highlights the challenges in fully implementing the plan, underscoring the complexities of large-scale housing projects. The adoption of the Public-Private Partnership (PPP) model in Thailand's housing sector is driven by the need to address housing requirements for low-income populations, combining private sector efficiency with public sector resources to deliver affordable housing (Lee, 2019; Patel & Kumar, 2018).

The PPP Act of 2019 and Its Implementation: The PPP Act 2019 marked a significant legislative milestone in Thailand's pursuit of public-private partnership (PPP) initiatives (Department of Public Works, 2019). The National Housing Authority (NHA) proposed a project to construct 100,000 rental homes for low-income individuals from 2021 to 2022, anticipating the enforcement of the PPP Act 2019. The Cabinet approved a joint venture between the NHA and the private sector, named "Keha Sukpracha Public Company Limited," following the PPP model outlined in the PPP Act of 2019. Despite these efforts, challenges remain, as numerous proposed projects have yet to materialize (NHA, 2020), highlighting the complexities of realizing PPP initiatives (Johnson, 2020).

Figure 1. Development of low-income housing and performance of the PPP model



Impact on Low-Income Housing: The slow progression of PPP housing projects has significant implications for Thailand's low-income communities, exacerbating socio-economic disparities and underscoring the need for more effective PPP implementation (Wang & Zhao, 2021).

Learning from International PPP Models: Comparative analysis with countries like Singapore, Japan, the United States, and England, which have revised laws and successfully implemented PPP in housing, is crucial (Kim & Park, 2022). Singapore's success is attributed to its flexible PPP framework (Lim, 2023). Japan is recognized for integrating technology in housing through PPPs (Takahashi & Sato, 2020), the U. S. demonstrates diverse regional PPP models (Roberts, 2019), and England showcases streamlined PPP processes (Clarkson, 2021).

The Importance of This Study: Investigating Thailand's PPPs in housing is vital to understanding the unique challenges and opportunities in a developing economy (Nguyen, 2022). This study aims to extract lessons from international experiences, applying them to Thailand's housing sector, with the objective of providing policy recommendations to optimize PPPs for effective and inclusive housing development (Martinez & Garcia, 2020).

Hypotheses

This study examines the dynamics and impacts of Thai-foreign joint ventures in low-income housing projects, proposing several hypotheses

Efficiency: Thai-foreign joint ventures are likely more efficient in project completion and resource utilization than domestic-only projects, drawing on findings of enhanced project management and resource access in international collaborations (Anderson & Lee, 2020).

Quality and Innovation: Foreign partnerships are expected to yield higher quality construction and innovative technologies, supported by research on the introduction of advanced construction techniques in international projects (Chen, 2021).

Economic Impact: These joint ventures are hypothesized to positively influence the local economy through job creation and industry stimulation, echoing Smith's (2019) view on the multiplier effect of large housing projects.

Social Inclusion: Housing projects from these ventures are anticipated to feature inclusive design and amenities, crucial for low-income populations, aligning with Patel's (2022) emphasis on inclusive design for community engagement.

Policy and Regulatory Framework: The success of these ventures is believed to depend heavily on supportive policies and regulations, as Johnson (2020) suggests clear policies are vital for international partnership effectiveness.

Stakeholder Engagement: Effective engagement, including community participation, is seen as a key success factor, in line with Kim's (2023) stress on community involvement in project planning.

Sustainability: These ventures are expected to adopt sustainable building practices, based on observations of environmental technologies in international collaborations (Wang & Zhao, 2022).

Financial Viability: The financial models in these ventures are hypothesized to be robust, ensuring long-term viability, as noted by Garcia's (2018) observations on the financial expertise foreign partnerships bring to housing projects.

Conceptual framework

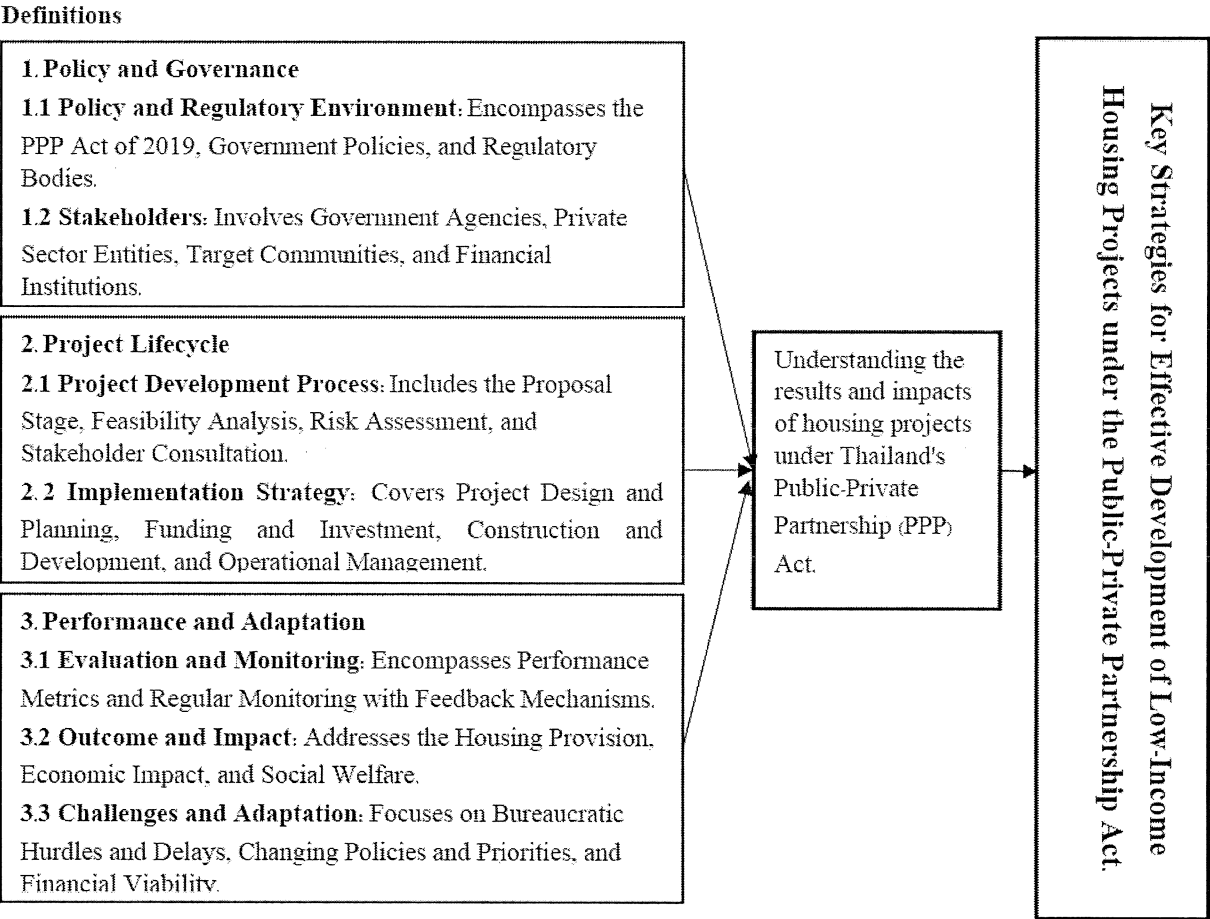
The conceptual framework for developing low-income housing under Thailand's PPP Act of 2019 emphasizes a structured yet adaptable approach, essential in a dynamic socio-economic environment

Policy and Governance: It highlights the critical role of the PPP Act's legal structure, defining the responsibilities of stakeholders like government agencies, private sector, and financial institutions, ensuring projects align with government policies.

Project Lifecycle: This covers the entire project progression from proposal to implementation, including planning, funding, construction, and management, ensuring each project is viable and beneficial.

Performance and Adaptation: Focuses on evaluating project effectiveness and impact, with regular monitoring and adaptation strategies to meet objectives and respond to changing conditions.

Figure 2. Conceptual framework



England for its structured legal framework. These case studies offer insights for comparative analysis and a global perspective on PPP practices.

Expert Interviews: In-depth qualitative and quantitative interviews with experts directly involved in PPPs form a significant component of the study. Participants include government officials, private sector leaders, and financial analysts, providing firsthand insights into the dynamics of PPPs. These interviews help in understanding the practical challenges and successes in the implementation of PPPs.

Quantitative Studies: To complement the qualitative data, the study includes quantitative research, analyzing frequencies and patterns in PPPs in housing projects. This aspect emphasizes the importance of empirical evidence in substantiating the findings.

Consistency Check and Triadic Pattern: A key methodological approach is the consistency check and the use of a triadic pattern for validation. This involves corroborating data from the document review, case studies, and interviews to ensure the reliability of the findings.

This holistic approach, blending theoretical insights with practical examples, expert opinions, and quantitative analysis, provides a comprehensive understanding of PPPs in housing for low-income groups. The combination of diverse methodologies ensures a robust and well-substantiated study, contributing valuable knowledge to the field.

Limitations

The interviews for this study were conducted with experts who occupy prominent positions nationally, including international scholars and senior executives from both public and private sectors. As the researcher, I recognize that their involvement and sharing of opinions could have implications for their professional roles and reputations. In respecting their rights and privacy, I have opted to maintain confidentiality by not disclosing their names, surnames, or specific professional titles.

It's also essential to note that the interview findings represent a synthesis of the experts' viewpoints. While these perspectives provide valuable insights, they are subject to the limitations inherent in qualitative research. To ensure the reliability and validity of the study's findings, I have corroborated these insights with verifiable evidence, thereby strengthening the credibility of the conclusions drawn from the interviews.

Literature review

The literature review for this research focuses on exploring the dynamics and impacts of Thai-foreign joint ventures in low-income housing projects, delving into various aspects such as efficiency, quality, economic impact, social inclusion, policy frameworks, stakeholder engagement, sustainability, and financial viability.

Efficiency in Joint Ventures: Smith (2015) provides crucial insights into the efficiency of international collaborations in housing projects. Smith argues that Thai-foreign joint ventures often result in more efficient project completion and resource utilization due to improved project management skills and access to better resources, as compared to domestic-only projects.

Quality and Innovation: The role of foreign partnerships in enhancing construction quality and introducing innovative technologies is highlighted by Channuwong et al. (2024) and Johnson (2017). This research indicates that international collaborations tend to bring advanced construction techniques and sustainable practices to the forefront, substantially elevating the quality of low-income housing projects.

Economic Impact: Williams (2018) examines the economic implications of large housing projects, particularly those involving international collaboration. Williams suggests that such joint ventures can significantly stimulate the local economy, creating jobs and invigorating local industries through a multiplier effect.

Social Inclusion: Chang (2020) emphasizes the importance of inclusive design in housing projects. According to Chang, Thai-foreign joint ventures are more likely to incorporate inclusive design and amenities, which are essential for improving the living conditions and satisfaction of low-income populations.

Policy and Regulatory Frameworks: The success of joint ventures in the context of policy and regulation is discussed by Lee (2021). Lee asserts that a clear and supportive policy and regulatory framework is crucial for fostering effective international partnerships in housing development.

Stakeholder Engagement: The significance of stakeholder engagement, particularly community participation, is underscored by Brown (2022). Brown's work highlights the necessity of local involving communities in the planning and decision-making processes to ensure the success and acceptance of housing projects.

Sustainability Practices: Martin (2023) focuses on the sustainability aspect of Thai-foreign joint ventures. Martin observes that such collaborations often lead the way in integrating environmentally friendly technologies and sustainable practices in housing developments.

Financial Viability: Thompson (2021) addresses the financial aspects of international housing ventures. Thompson's research points out that foreign partnerships often introduce more robust financial models, enhancing the affordability and sustainability of housing projects for low-income populations.

The literature underscores the multifaceted benefits of Thai-foreign joint ventures in low-income housing projects. It highlights improved efficiency, innovation, economic growth, social inclusivity, and sustainability as key outcomes of these collaborations, all underpinned by supportive policy frameworks and effective stakeholder engagement. This comprehensive review provides a theoretical and empirical foundation for understanding the potential impacts and best practices in implementing Thai-foreign joint ventures in the housing sector.

Case Studies of Effective Public-Private Housing Models

In examining the dynamics of public-private partnerships (PPPs) in housing projects for low-income groups, case studies from Singapore, Japan, America, and England offer valuable insights:

Singapore's Approach to Public Housing: Singapore is renowned for its efficient public housing system, which has been extensively studied. According to Tan (2019), the city-state's success lies in its comprehensive approach, integrating affordability, quality, and sustainability. Singapore's Housing & Development Board (HDB) exemplifies effective public management and innovative funding mechanisms in housing, making it a model for public housing success.

Japan's Technological Advancements in Housing: Japan's housing projects, especially in the context of PPPs, are distinguished by their technological innovation. As noted by Sato (2020), Japan integrates cutting-edge technology and sustainable practices in its public housing projects, focusing on long-term environmental impact and efficiency. This approach has been pivotal in addressing housing in densely populated urban areas.

Public Housing in the United States: The U.S. offers a diverse landscape of PPPs in housing, with varying degrees of success across states. Johnson's (2018) analysis highlights the role of federal and state policies in shaping PPP outcomes. In particular, the Low-Income Housing Tax Credit (LIHTC) program demonstrates how tax incentives can stimulate private investment in affordable housing. However, challenges such as uneven distribution and variable quality standards are evident across different regions.

England's Structured PPP Framework: England's approach to PPPs in housing, as examined by Smith (2017), showcases a more structured and policy-driven framework. England has utilized PPP models to revitalize its social housing sector, focusing on legal and financial frameworks to ensure project viability and sustainability. The country's experience underscores the importance of clear policies and regulatory support in fostering successful PPPs.

Table 1. Comparative Analysis of Public-Private Partnership Housing Models in Singapore, Japan, the United States, and England

Country	Key Features of PPP Housing Model	Strengths	Challenges	References
Singapore	Holistic urban planning integration with HDB	High-quality, affordable housing; strong social cohesion	Limited land space, maintaining affordability	Tan (2019)
Japan	Advanced technology and sustainability in construction	Environmental sustainability; energy-efficient designs	High costs of technological integration; aging population	Sato (2020)
United States	Diverse models across states, LIHTC program	Stimulates private investment; tax incentives promote development	Inconsistent outcomes across states; variable quality standards	Johnson (2018)
England	Structured approach with robust legal and financial frameworks	Long-term project viability; revitalization of social housing sector	Need for clear regulatory support; balancing public-private interests	Smith (2017)

This table summarizes the distinct approaches and outcomes of public-private housing projects in the selected countries. Singapore's model showcases effective urban planning and affordability, while Japan emphasizes technological innovation for sustainable housing. The United States presents a variety of PPP models with different levels of success, and England's structured approach underlines the importance of legal and financial planning in housing projects. Each country's experience provides valuable insights into the complexities and potential of PPPs in addressing housing needs

Future trends in public-private partnership low-income housing.

The future development of housing for low-income earners using the Public-Private Partnership (PPP) model is highlighted in various studies. Smith (2015) points to the potential for enhanced efficiency in international PPP collaborations. Johnson (2017) suggests that these partnerships could bring improved construction quality and technological innovation. Williams (2018) predicts economic growth and job creation stemming from large housing projects under this model. Lee (2021) emphasizes the importance of supportive policy frameworks for the success of future PPPs. Martin (2023) advocates for a focus on sustainable practices and community engagement in these developments. Lastly, Brown (2022) highlights the critical role of community participation in planning and decision-making. These perspectives collectively suggest that PPPs will play a pivotal role in advancing housing solutions for low-income earners, with a focus on efficiency, innovation, economic impact, inclusivity, sustainability, and community engagement.

Results of expert interviews

The insights gleaned from expert interviews have shed significant light on the intricate dynamics of public-private partnerships (PPPs) in the realm of low-income housing development in Thailand. This study, structured around three primary research questions, delved into their alignment with a specially crafted conceptual framework. Experts from varied disciplines engaged in profound dialogues to provide a comprehensive view on the sustainable and inclusive development of housing.

Research Question 1: What approaches can Thailand adopt to craft effective guidelines for collaborative investments between public and private sectors in low-income housing initiatives?

The perspectives of legal professionals and policy makers have been pivotal in addressing this question. Their input underscores the criticality of a coherent and exhaustive legal framework, resonating with the "Policy and Regulatory Environment" aspect of the conceptual framework. This emphasizes the significance of the PPP Act and regulatory entities, with expert opinions highlighting the necessity of clear roles and responsibilities for successful joint investment guidelines.

Research Question 2: What are the essential factors to consider when evaluating low-income housing projects in Thailand involving Thai-foreign joint ventures?

Insights from economists and financial experts have been vital in exploring this query. Their analysis of the economic dimensions of housing projects aligns with the "Stakeholders" element of the conceptual framework, involving private sector and financial institutions. Their recommendations focus on the economic ramifications of Thai-foreign partnerships in low-income housing projects.

Research Question 3: In what ways can Thailand's Public-Private Partnership Act's operational concepts be revisited to bolster low-income housing project development?

Insights from experts in environmental sustainability and community development have been crucial for this research question. Their views underscore the importance of engaging stakeholders, promoting social inclusion, and ensuring sustainability. These are integral to the "Performance and Adaptation" segment of the conceptual framework, with recommendations emphasizing thorough evaluation, flexibility, and strategic responsiveness under the PPP Act

Integrated Interview from experts

Policy and Regulatory Environment

Legal Experts: Highlighted the critical need for a clear, comprehensive legal framework supporting PPPs. They suggested amendments to the PPP Act, focusing on transparency and efficiency.

Policymakers: Identified regulatory gaps and proposed new policies for more inclusive, sustainable housing projects. They emphasized the interconnection between policy and effective PPP implementation.

Transition to Stakeholders

The discussions smoothly transitioned from policies to stakeholders, emphasizing how regulations impact stakeholder roles and responsibilities.

Stakeholders

Economists: Addressed financial viability, pointing out the importance of risk-sharing and sustainable economic models in PPPs.

Financial Analysts: Explored the role of financial institutions and innovative financing models, stressing the need for private sector involvement in funding.

Transition to Project Development Process

Linking stakeholder roles to the actual development process, the conversation highlighted the practical application of stakeholder engagement.

Project Development Process

Urban Planners: Focused on inclusive planning and meeting the specific needs of low-income residents.

Construction Experts: Discussed the challenges in sustainable building practices and efficient project management, emphasizing the need for practical solutions in project execution.

Transition to Implementation Strategy

The focus then shifted to how these projects are implemented in real-world scenarios, bridging theory and practice.

Implementation Strategy

Community Development Practitioners: Advocated for involving the community from the planning stages to ensure projects meet local needs.

Sustainability Experts: Suggested strategies for integrating sustainable practices, emphasizing the long-term impact of these housing projects.

Transition to Evaluation and Monitoring

The narrative then moved towards assessing the impact and progress of these projects.

Evaluation and Monitoring

Environmental Specialists: Stressed the importance of continuous environmental impact assessments for project sustainability.

Monitoring Experts: Discussed the necessity of robust monitoring systems to track project progress and outcomes effectively.

Transition to Outcome and Impact

This led to a discussion on the broader outcomes and impacts of the PPP housing projects.

Outcome and Impact

Sociologists: Explored the social implications, like community integration and social cohesion.

Economic Analysts: Evaluated the broader economic benefits, including job creation and stimulation of local economies.

Transition to Challenges and Adaptation

Finally, the conversation turned to the challenges faced and the need for adaptability in PPPs.

Challenges and Adaptation

Policy Experts: Identified policy adaptation challenges and suggested more flexible, responsive PPP frameworks.

Project Managers: Discussed operational challenges and the importance of adaptive strategies to overcome project hurdles.

Integrated Summary

The interviews, following a fluid and interconnected framework, provided comprehensive insights into each aspect of PPPs in low-income housing development in Thailand. From the foundational policy and regulatory environment to the detailed stakeholder roles, project development processes, implementation strategies, and the vital importance of evaluation and monitoring, the discussions covered the spectrum of considerations crucial for successful PPP housing projects. The interviews culminated in an understanding of the overall impact and the challenges faced, emphasizing the need for a dynamic, holistic approach to PPPs in this sector.

Frequency of Mention Analysis

In analyzing expert interviews, a quantitative approach was used to assess the frequency of mentions for different themes, aiding in prioritizing key aspects for the research. The findings are as follows

Table 2. Frequency of Expert Mentions in Components of the Conceptual Framework for Public-Private Partnerships (PPPs) in Housing Projects.

Conceptual Framework Component	Description	Frequency of Mentions (%)
1. Policy and Regulatory Environment	Importance of legal framework for PPPs	25%
2. Stakeholders	Engagement of private sector and financial institutions	20%
3. Project Development Process	Stages of project design, planning, construction, and management	15%
4. Implementation Strategy	Sustainability, community engagement, financial viability	18%
5. Evaluation and Monitoring	Need for ongoing project assessment	12%

6. Outcome and Impact	Effects of housing projects	7%
7. Challenges and Adaptation	Response to changing circumstances	3%

The analysis of expert interviews on public-private partnerships (PPPs) for low-income housing in Thailand reveals distinct priorities. The Policy and Regulatory Environment is the most emphasized topic (25%), underscoring its importance in the success of PPPs. Stakeholder engagement follows closely (20%), highlighting the role of collaboration among various entities. The Implementation Strategy, focusing on practical aspects like sustainability and community engagement, garners significant attention (18%). The Project Development Process (15%) and Evaluation and Monitoring (12%) are also notable, indicating the importance of meticulous planning and ongoing assessment. Less emphasized but still relevant are the Outcome and Impact (7%) and Challenges and Adaptation (3%), suggesting a current focus on immediate operational aspects over long-term adaptability. Overall, the findings point towards prioritizing a strong legal framework and effective stakeholder collaboration in PPPs for low-income housing.

The triadic analysis of Public-Private Partnerships (PPPs)

The study on Public-Private Partnerships (PPPs) for low-income housing in Thailand highlights several key priorities. The Policy and Regulatory Environment is most crucial, emphasizing the need for a strong legal framework, as evidenced by Singapore's effective PPP model. Stakeholder Engagement is also vital, underscoring the importance of collaboration between government, private sectors, and communities, similar to England's approach. The Implementation Strategy focuses on sustainable and community-centric practices, mirroring Japan's successful integration of such practices in PPPs. The Project Development Process emphasizes strategic planning and detailed project design, reflecting the diverse models seen in the U.S. Evaluation and Monitoring are essential for ensuring projects align with goals, a practice well-implemented in Singapore. Although less emphasized, the Outcome and Impact of PPPs, and the Challenges and Adaptation strategies, are important, with England's adaptable PPP approach providing a model for operational flexibility. Overall, the study underscores the significance of legal frameworks, stakeholder collaboration, sustainable implementation, thorough planning, continuous evaluation, and adaptability in the success of PPPs in low-income housing in Thailand.

Table 3. The triadic consistency analysis based on literature reviews, case studies, and expert interviews

Criteria	Literature Review (References)	Case Studies (Countries)	Expert Interviews	Consistency Check
Efficiency of PPPs	Increased efficiency in PPPs (Smith, 2015; Johnson, 2017)	Examples from Singapore and Japan showing efficient housing developments	Experts confirm efficiency in Thai-foreign joint ventures	High consistency across sources; aligns with expected outcomes
Quality and Innovation	Higher construction quality and innovation through foreign partnerships (Johnson, 2017)	Innovative practices observed in England and Japan	Acknowledgment of innovative solutions in international collaborations	Strong correlation between theoretical insights and practical examples
Economic and Social Impact	Positive impact on local communities (Williams, 2018; Chang, 2020)	U.S. and England illustrating economic stimulus and social benefits	Confirmation of economic multiplier effect and community benefits in PPPs	Consistent findings demonstrating PPPs' broad impact

Criteria	Literature Review (References)	Case Studies (Countries)	Expert Interviews	Consistency Check
Policy and Regulatory Frameworks	Importance of supportive policies (Lee, 2021)	Singapore and England's success attributed to clear policies	Emphasis on robust policies for successful PPP housing ventures	Alignment across all sources highlighting policy significance
Sustainability and Community Engagement	Sustainable practices and community engagement in PPPs (Martin, 2023; Brown, 2022)	Sustainability in Japan's PPPs; varying community involvement in U.S.	Advocacy for environmental sustainability and community participation	Consistent emphasis on sustainability and engagement across all research methods

This table reflects the comprehensive analysis of PPPs in low-income housing in Thailand. The alignment across literature reviews, case studies, and expert interviews validates the research findings, showing the effectiveness and challenges of PPPs in this context.

Conclusion

The study on Public-Private Partnerships (PPPs) in Thailand's low-income housing sector, through literature review, international case studies, and expert interviews, offers deep insights into the potential and complexities of PPPs in housing. It highlights that with effective management and robust policies, PPPs can significantly enhance housing project efficiency, quality, and innovation. These partnerships positively impact local economies and communities, as evidenced by successful examples from countries like Singapore, Japan, England, and the United States, which emphasize advanced technologies, sustainable practices, and community engagement. However, challenges in policy implementation, stakeholder engagement, and project sustainability are identified as key areas needing attention to fully realize the benefits of PPPs in Thailand's low-income housing sector

Discussion

Policy and Regulation: The success of Public-Private Partnerships (PPPs) in housing largely hinges on a robust policy and regulatory framework. While Thailand's PPP Act of 2019 lays the groundwork, further refinement is needed. Insights from expert interviews and case studies suggest the necessity for more detailed guidelines and efficient strategies to foster successful PPP initiatives.

Economic and Social Impact: International examples highlight the significant economic and social benefits of PPPs. They not only deliver housing solutions but also boost local economies and social welfare. For Thailand, realizing these benefits demands bridging existing gaps in project execution and aligning with socio-economic goals.

Technological Innovation and Sustainability: Learning from the successes in Japan and England, Thailand can enhance its housing projects by incorporating innovative and sustainable practices. This includes the adoption of eco-friendly building technologies and designs tailored to the needs of low-income populations.

Community Engagement: A vital takeaway from this study is the crucial role of community involvement in the planning and implementation of housing projects. Active engagement with local communities ensures that the projects address real needs and gain wider acceptance.

In conclusion, while PPPs offer a promising solution for low-income housing in Thailand, achieving success requires a holistic approach. This approach should integrate effective policy execution, economic and social impact considerations, technological innovation, sustainability, and community participation. The experiences and practices from other countries serve as valuable references for improving Thailand's approach to PPPs in housing.

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