

# Preface

The higher education teaching quality reform project is a paramount step for the development of higher education, and this initiative will improve the quality of higher education. It would help to design the national quality curricula that would include bilingual education courses in order to enhance the level of curriculum in acquiring higher education. The development in teaching contents, methods, means, team and material plays an important role.

After the radical reforms introduced in China and mammoth development in economic construction, there is a vital urgency to invest in education that needs the support of new talent to meet the international vision. With the support of Ministry of Education we have completed a few projects, in 2008 a bilingual teaching pilot course “Project Planning”, in 2009 Yunnan characteristic specialty “Business Administration”, in 2010 Yunnan Twelfth Five-Year Plan textbook *Project Planning*, and in 2012 Yunnan professional comprehensive reform pilot project “Business Administration” and one hundred post-graduate excellent courses of Kunming University of Science and Technology “Project Planning”.

*Project Planning* is divided in English into three parts: the first part is the introduction to the objective oriented project planning system processes which combines GMS Region<sup>①</sup>; the second part is the project planning theory and method of application I of ZOPP/OOPP in GMS Region; the third part is the project planning theory and method of application II of ZOPP/OOPP in GMS Region.

The three parts elaborate the theory, method, process and application of project planning for the teachers and students to organically combine “teaching” with “learning” and bring out the best in each other. There is a complete seminar task process plan in Chapter Seven of Part Two which means to help students to put the theory and method system of ZOPP/OOPP into practice. I hope that students can do multi-angle, multi-dimensional and multi-level innovations under the guidance of this book. The book is written in English and Chinese. I hope that the reader would get guidance immensely after going through it thoroughly.

*Project Planning* has got references in a large number of relevant materials, works, thesis, research results, and so on. I would like to express my heartfelt thanks to them for their guidance, inspiration and support.

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<sup>①</sup> GMS Region is a virtual area which is integrated in our long-term project planning management research and project implementation by Yunnan, China, Vietnam, Laos, Myanmar and Thailand.

Special thanks should be given to the core team members, friends and teachers who are engaged in teaching and scientific research on project planning management in GMS countries for a long time: Weiber (Germany), Thpa (Nepal), Romeni (Australia), Bindi (Nepal), Hans (The Netherlands), Sinta (Indonesia), Adai (Maldives), Lidiya (Philippines), Tian (Vietnam), Lan (Vietnam), Chuthuana (Laos), Rochui (Thailand), Ankala (Myanmar), etc.

The publication of this book marks that the bilingual teaching pilot course “Project Planning” in 2008, Yunnan characteristic specialty “Business Administration” in 2009, Yunnan Twelfth Five-Year Plan textbook *Project Planning* in 2010, Yunnan professional comprehensive reform pilot project “Business Administration” in 2012 and one hundred post-graduate excellent courses of Kunming University of Science and Technology “Project Planning” in 2012 that I hosted have been finished. The research results will have guiding significance and reference value to the GMS (Great Mekong Sub-region, GMS) countries (namely, Myanmar, Laos, Thailand, Vietnam, Cambodia and China, similarly hereinafter), governments at all levels, domestic and foreign enterprises, socio-economic development project managers, the related technology workers, as well as undergraduates, graduates, doctoral students in colleges and universities.

Finally, these research results are in the phase of discussion, they require further research and innovation, myriad problems have yet to be further explored, and this book is merely an exploratory attempt. If there is anything improper, experts and scholars are welcomed to criticize and rectify.

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April 17, 2015

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# 前言

高等学校本科教学质量与教学改革工程是我国在高等教育领域实施的又一项重要工程,是提高高等学校本科教学质量的一项重大举措。推进国家精品课程建设,特别是双语教学试验示范课程,其目的在于通过教学内容、教学方法和手段、教学梯队、教材建设、教学效果等方面的改革和建设发展,提升我国高等学校的课程建设水平。

随着我国改革开放的深入和经济建设的高质量发展,在教育领域,国际区域合作越来越密切,这需要大量人才的支持。为了培养具有国际视野和综合竞争能力的高素质人才,在 2008 年度双语教学示范课程建设项目“项目规划”、2009 年云南省特色专业“工商管理”、2010 年云南省“十二五”规划教材《项目规划》、2012 年云南省专业改革综合试验示范项目“工商管理”和 2012 年昆明理工大学研究生百门核心课程建设项目“项目规划”的支持下,完成了本书的编写,其功能是为培养上述人才服务。

本书分为三个部分:第一部分是结合 GMS 区域<sup>①</sup>的目标导向项目规划系统流程概论;第二部分是 ZOPP/OOPP 在 GMS 区域的发展规划与管理中的应用;第三部分是基于 ZOPP/OOPP 在 GMS 区域的项目规划理论及方法应用。

三个部分全面、完整、系统地将目标导向项目规划的理论、方法、流程及应用阐述给教师和学生,使“教”和“学”有机结合、相得益彰。第二部分第 7 章提供了一个完整的研讨会任务流程计划,使学生学习本教材后得以系统实践 ZOPP/OOPP 的理论和方法体系。更重要的是,希望学生可以在此指导下进行多角度、多维度、多层面的创新。全书用英文和中文双语编写的目的在于希望使用者在项目规划和英文两个方面有所提高。

本书参阅了国内外大量的相关资料、论著、论文、研究成果、项目报告、统计年鉴及政府相关文件等,在这里对其给予的指导、启迪、支持表示衷心的感谢。

特别要感谢的是长期从事大湄公河次区域(Great Mekong Sub-region, GMS, 书中统一用 GMS 缩写)国家项目规划管理教学和科研的团队核心成员、项目实施合作成员、挚友和师长: Weiber(德国)、Thpa(尼泊尔)、Romeni(澳大利亚)、Bindi(尼泊尔)、Hans(荷兰)、Sinta(印度尼西亚)、Adai(马尔代夫)、Lidiya(菲律宾)、Tian(越南)、Lan(越南)、Chuthuana(老挝)、Rochui(泰国)、Ankala(缅甸)等。

本书的出版,标志着由我主持的 2008 年度双语教学示范课程建设项目“项目规划”、2009 年云南省特色专业“工商管理”、2010 年云南省“十二五”规划教材《项目

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<sup>①</sup> GMS 区域是我们长期在中国云南省、越南、老挝、缅甸及泰国从事项目规划管理研究和项目实施工作中综合设计出来的一个虚拟区域。

规划》、2012年云南省专业改革综合试验示范项目“工商管理”、2012年昆明理工大学研究生百门核心课程建设项目“项目规划”顺利结题。研究成果将对大湄公河次区域国家（缅甸、老挝、泰国、越南、柬埔寨和中国，以下相同）、各级政府、中外企业、社会经济发展项目项目经理、相关科技工作者，以及高等院校相关专业的本科生、硕士研究生、博士研究生，具有指导意义和应用参考价值。

本研究成果在理论和方法探讨中，还需不断研究和创新，很多问题还有待更多的深入研究。本书只是探讨式的尝试，如有不妥之处，敬请各位专家学者批评、指正。

王松江

2015年4月17日

于昆明理工大学呈贡校区

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# **Part One**

## **Application of Objective Oriented Project Planning Theory (ZOPP/OOPP) on Case Study of GMS Region**



# **A. Case Study on GMS Region**

## **Chapter 1 Introduction**

### **1.1 Background**

#### **1.1.1 Geographic Conditions**

##### **1. Geographic location**

GMS Region is a border region in mountain area, which is located between northeast and northwest part of GMS (Great Mekong Sub-region). It's 296 km (railway) and 375 km (highway) away from the Capital, and the area is 6360 km<sup>2</sup>. Geographically, the eastern, southern and western part of GMS Region connected with provinces of GMS, and the northern part is contiguous to China. The frontier of GMS Region is 203.5 km (144.3 km of river and 59.2 km of land).

As one of the economic and political centers of GMS, GMS Region is a critical section in Kunming-GMS economic corridor. This region is not only the bridge between ASEAN and Yunnan Province and the southwest part of China, but also the center of GMS.

##### **2. Topography**

GMS Region is famous for crisscross mountains and valleys cut by railway and highway, which cross the center of GMS Region. Most counties are located along the central corridor from northeast to southwest. There are some distinct hills, valleys and residence of minorities. 80% of mountain areas are with an incline of 25 degrees. (As the peak of GMS and GMS Region, the sea level elevation of Fansipan Mountain is from 80 m to 3143 m.) The rich and various natural geographic environment of GMS Region depends on topographic conditions of mountains and sub-climate.

##### **3. Climate**

Climate is seriously affected by tropical monsoon due to clearly scattered high and low latitudes of complex topographical conditions. Interweaved subtropical and temperate climate provides favourable conditions for forestry, fish breeding, poultry raising, cultivation of temperate fruit zones, herb-medicine, hybridization of cow and cultivation

of anise.

The annual average temperature is 22-24°C while the highest is 36°C in summer and the lowest is 10°C in winter(In Sapa the temperature is under 0°C). The average annual humidity is above 80% while the highest is above 90% and the lowest is 75%. The average annual rainfall is over 1700 mm, while the maximum is 3400 mm in Sapa and the minimum is 1320 mm in GMS Region.

### 1.1.2 Natural Resources

#### 1. Land resource

The land area of GMS Region is 647 895 hm<sup>2</sup> (6478.95 km<sup>2</sup>), the soil is fertile, which is suitable for cultivation of various plants and crops. The agricultural land is 76 203 hm<sup>2</sup> (762.03 km<sup>2</sup>), 178 192 hm<sup>2</sup> (1781.92 km<sup>2</sup>) is timberland, while the wasteland comprises 393 500 hm<sup>2</sup> (3935.00 km<sup>2</sup>) of the whole land area.

#### 2. Forest resource

The total forest reserves of GMS Region is 17 244 265 m<sup>3</sup>, while 16 876 006 m<sup>3</sup> area is based on natural forest, and 368 259 m<sup>3</sup> area is man-made forests, and 207 512 300 m<sup>3</sup> area contains bamboo forest reserves. By the end of 2008, there was 543 982 hm<sup>2</sup> area for forestry development, which was 68% of the total area of the region. 274 766 hm<sup>2</sup> area accounts for timberland, which comprised 225 877 hm<sup>2</sup> area of natural forests while 48 889 hm<sup>2</sup> area was man-made forests, and 34% of total area (269 216 hm<sup>2</sup>) was land without wood. According to the above data, the average forest coverage per capita of GMS Region is 0.92 hm<sup>2</sup> which is 1.5 times of the world's average level.

The national park of GMS Region is with various natural ecological systems. It has more than 2000 plant species and over 400 species of birds and wild animals. The number of rare plant of which accounts for 50% of the total of Vietnam. total area accounts for rare plants.

#### 3. Mineral resource

GMS Region is abundant in many kinds of mineral resource, which covers 35 sorts of minerals and over 150 mines. The reserves of apatite, copper, iron, and raw materials of ceramics and glass rank first in the whole country. Some mines are with large reserves, easy to exploit and easy to transport, which has created favourable conditions for development of local mining and mineral processing industry.

### 1.1.3 Social Status

#### 1. Population

The total population of GMS Region was 593 600 (2007), and urban residents accounted

for 12.21% of the total population, while the proportion of rural residents was 87.79%. The population density is 93 per square kilometer.

## **2. Nationality**

As a multi-ethnic province, there are 25 nationalities in GMS Region. With the proportion of 35.91%, Jing nationality occupies the first place and the proportion of minorities accounts for 64.09%. Among them, Miao nationality is 21.21%, Dai nationality is 15.84%, Yao nationality is 14.05%, Nung nationality is 4.4%, and the proportion of other minorities accounts for 8.59%.

## **3. Administrative unit**

Currently, there are 10 administrative units in GMS Region, which include 1 municipality directly under the GMS Region Government, 164 townships.

The development region which locates at the border area Hekou-GMS international trade port can be divided into 3 parts.

The first part includes townships with good quality of socio-economic development, low altitude, facilitated communication, transport services and infrastructure.

The second part includes townships (40 townships) located at an outlying district, with difficult conditions of socio-economic development, such as undeveloped communication and transport system but with fundamental public services and infrastructure.

The third part includes townships (108 townships) with much more difficult socio-economic development conditions, such as remote mountain area, border, complex terrains, undeveloped communication system, infrastructure and public services.

### **1.1.4 Infrastructure**

#### **1. Communication**

GMS Region is the bridge of economic and cultural communication between GMS and Yunnan Province of China. The situation of highway, railway and waterway system plays an important role in the development and communication of both countries.

(1) Highway. At present, there are 4 national highways in GMS Region with the total length of 400 km, 8 provincial highways with the total length of 300 km, and rural highway is more than 1000 km. *Even-distribution* of highway network is a guarantee of developing transportation and local commute.

(2) Railway. The international railway of Haiphong-Hanoi-Lao Cai-Hekou-Kunming

provides national and international passenger transport and freight transport services. Currently, this railway ranks the second place in Vietnam rail network.

(3) Waterway. There are 2 main rivers in GMS Region, Honghe River and Song River, forming a chain (shipping) waterway system for the development of navigation and tourism.

## 2. Electricity supply networks

All the townships of GMS Region are connected with national electricity supply network, and there are 3 stations of 110 kV.

## 3. Water supply networks

Currently, the water supply networks with standardized drinking water system have covered almost all cities and counties of GMS Region, and 42% population relies on groundwater.

## 4. Telecommunications and post

The telecommunication networks of modern digital microwave fiber-optical have been constructed and covered 100% cities and counties, and mobile phone networks have also spread all over the province. There are 97 post offices, and post system and mail distribution networks are improving day by day.

### 1.1.5 Economic Situation

By the end of 2012, the average GDP per capita of GMS Region was \$350, with an increase of 13.5%. As for industrial structure, the agriculture and forestry industry increased 31.4%, and the pace of industry was 29.5%, the quickest one is commerce and trade service industry, which was 39.1% (Figure 1A-1-1, Figure 1A-1-2).

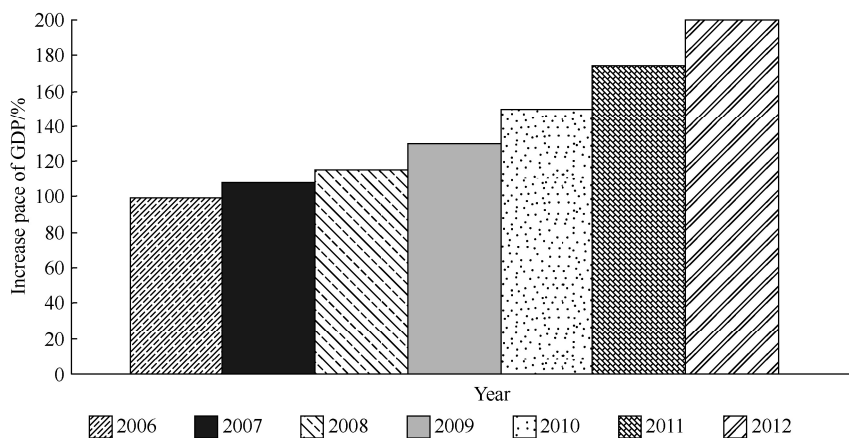


Figure 1A-1-1 Increase pace of GMS Region (2006~2012) (2006 is 100%)



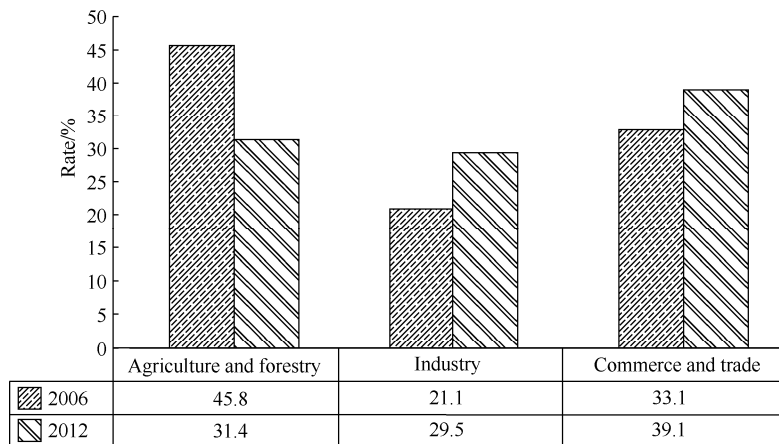


Figure 1A-1-2 Industrial proportion of GMS Region (2006, 2012)

### 1. Industry

As an agricultural country, the base for industry is relatively weak and most industrial products should be imported from abroad, due to the underdeveloped manufacture industry. GMS is rich in oil and natural gas resources, and recently it becomes one of the oil exporting countries in southeastern Asia. Besides oil and natural gas resources, GMS Region is rich in mineral resource. There are more than 35 kinds of minerals, among which, the reserves of apatite, copper, iron and graphite are the top of the whole country. So mining becomes a backbone industry in GMS Region. In addition, abundant forest resource provides ideal foundation for processing industry of agricultural and forestry products. In recent years, processing of forestry goods has become another backbone industry of GMS Region.

### 2. Agriculture and forestry

Fertile soil and climate provide environment for plantation of economic trees, crops and fruits. Recently, the forest coverage rate of GMS Region is 41.64%, and there are many rare trees, such as chinese hackberry (Figure 1A-1-3).

The main economic crops of GMS Region are coffee, cashew nut, pepper, tropical flowers, fruits and tea (Figure 1A-1-4). Depending on these crops, local cultivation and planting industry have developed presently.

### 3. Commerce and trade

Located at core district of Kunming-Lao Cai-Hanoi-Haiphong Economic Corridor, GMS Region is not only an important international port of Vietnam, but also the channel of economic and cultural communication between China and Vietnam. Currently, international trade and relative commercial services gradually become the most critical business of GMS Region.



Figure 1A-1-3 The chinese hackberry trees



Figure 1A-1-4 The main economic crops

According to statistics, the exported goods by GMS Region port mainly include marine products, local handicrafts, tropical fruits, slippers, coffee, sweets, cashew nut, pepper, rubber products, woods and minerals, and the imported products are machines, chemical materials, hardware and so on (Figure 1A-1-5, Figure 1A-1-6).



Figure 1A-1-5 Downtown streets



Figure 1A-1-6 Commodities

#### 4. Tourism

Currently, GMS Region is one of the most famous tourist attractions of Vietnam. Both cultural tourist spots and natural national parks can be found there.

Neighboring with Yunnan Province of China, two sides can exchange and cooperate in tourists development of international market. Depending on the establishment of Kunming-Lao Cai-Hanoi-Haiphong Economic Corridor, local tourism resource can be developed further. It will attract more tourists, information, opportunities and capital flow, and their situation will be improved in the fields of employment, poverty alleviation, education, medical and health care (Figure 1A-1-7, Figure 1A-1-8).



Figure 1A-1-7 The scenery



Figure 1A-1-8 Electric wire tower

## 1.2 Purpose of the Book

The main purpose of this book is to analyze the current situation of GMS Region with the help of Objective Oriented Project Planning (OOPP) methodology and project management software P6 as well. It also explores the main reasons why the socio-economic status of the region is underdeveloped. Furthermore, the findings and measures applied in this book will remain helpful during project designing, implementation, monitoring, evaluation and project management for regional economic development and other development oriented projects.

The innovative point of this book is that the problems of economic status and development of GMS Region are analyzed through the procedure and method of OOPP. This book not only can contribute to economic development and social development of GMS Region, but also is an attempt to the utilization of OOPP methodology for resolving actual problems of other developing countries. Practical significance is to improve the living conditions, working environment and social environment, which benefits the development of GMS area.

## 1.3 Theoretical Support

Objective Oriented Project Planning (OOPP), which is Ziel Oriented Project Plannin (ZOPP) in German, is a theoretical system, a set of operative tools and techniques for regional economic development projects. It involves different steps of problem identification, strength analysis, objective analysis, project design, project planning, project implementation, project monitoring, evaluation and project management.

ZOPP/OOPP is one of the most important methods from German Project Management System.

The specific process of ZOPP/OOPP is shown in Table 1A-1-1.

Table 1A-1-1 Steps of ZOPP/OOPP

Number	Step	Content
1	Problem analysis	This step helps the project management team to analyze various complex issues and problems to identify the core problem faced by beneficiaries. A problem tree can be developed on the basis of cause-effect relationship among various problems
2	Strength analysis	By investigating and analyzing regional situation, basic strength, initial stage strength, second stage strength and third stage strength can be identified with opportunities, threats and challenges under strength analysis
3	Objective analysis	Considering strength analysis, objective tree is formed after transforming all problems to objectives
4	Project planning	The objective dictionary can be formulated by analysis of tasks, time, cost, quality and implementation measures for each objective. The project-objective group can be formulated from objective tree
5	Selection and ordering of project	Project selection can be done on the basis of expert evaluation and scores for each project. Experts can be invited from different fields such as economists, sociologists and ecologists, etc.
6	Project implementation plan	Project implementation plan and measures can be displayed in the Project Planning Matrix
7	Project implementation	The main tasks of this step include: Project Breakdown Structure (PBS), Work Breakdown Structure (WBS), WBS Dictionary, Gantt Graph, PPM, Project Management (including Cost Control, Management, Marketing, Detail Management Appraisal and so on)

## 1.4 Research Scope and Limitation

The subject of this book is the analysis of economic development of GMS Region. As the lifeblood of any developing country, economic growth of GMS Region provides basis for other industries in the region, so economic development is the major issue of this region. Furthermore, the economic development of Vietnam and southwestern part of China have multiple types of impacts on regional economic development.

Most of the data related to economic development of GMS Region was collected from foreign affairs section of Hekou. The accuracy of the data depends upon the cooperation of the foreign affairs section but there is probability of some deficiencies. Moreover there is no direct facility to collect primary data related to GMS Region. Most of the secondary data related to this region has been collected from internet sources such as Government, Commerce and Trade websites of GMS Region.

The scope of the case study of Lao Cai province is mainly from the border trade, public infrastructure, culture and education, public management etc. Through the investigation, it collects detailed information and pictures that reflect the existing problems in the economic development of Lao Cai Province. When the economic problems of the Lao Cai province are solved through the establishment of the target project, which would ultimately promote the border trade, then there will be a win-win economic situation between China and Vietnam.