

Public Works and Town &
Country Planning Office
Chiang Mai

**Terminal Evaluation Report on
The Urban Planning and Urban Development
Planning Support Project**

Main Report

March 2008

**JAPAN INTERNATIONAL COOPERATION AGENCY
THAILAND OFFICE**

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Photos

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**The Urban Planning and Urban Development
Planning Support Project**

(Photos)

List of Abbreviation

BMA	Bangkok Metropolitan Administration
CP	Counterpart
DMUD	The Project on the Development Method of Urban Development
DPT	Department of Public Works and Town and Country Planning
JICA	Japan International Cooperation Agency
LA	Local Authority
LR	Land Readjustment
ODA	Official Development Assistance
PR	Public Relations
SV	Senior Volunteer
UDIF	Urban Development Institute Foundation (Chiangmai)

Chapter 1 Outline of Evaluation Study

1-1 Objectives of Evaluation Study

The Urban Planning and Urban Development Planning Support Project (hereinafter referred to as “The Project”) was launched in March 2006 based on the request from the Government of Thailand for the Senior Volunteer Group Dispatch. Since the Project is scheduled to terminate in March 2008, Japan International Cooperation Agency (JICA) has decided to conduct a Terminal Evaluation to assess the performance of the Project. The result of this study will contribute to better-informed decision-making and will be shared by the Department of Public Works and Town & Country Planning, Ministry of Interior, Thailand. The main objectives of the evaluation study are as follows;

- 1) To examine the achievement of the project in accordance with the original plan;
- 2) To identify the factors that might promote and inhibit the Project Implementation;
- 3) To evaluate the performance of the project in terms of Five Evaluation Criteria, namely relevance, effectiveness, efficiency, impact and sustainability
- 4) To make recommendations for further improvement of the project and lessons learned that may be applicable to other similar ongoing and future projects
- 5) To deliver accountability to the public through producing reports in both electronic and printed forms.

1-2 Schedule of Evaluation

The Terminal Evaluation was undertaken from 5-28 March 2008.

1-3 Members of the Evaluation Team

Name	Responsible Area	Position & Organization
Mr.Masazumi Ogawa	Team Leader	Deputy Resident Representative JICA Thailand Office
Mr.Hiroyuki Kageyama	Volunteer Programme Analysis	Volunteer Programme Coordinator JICA Thailand Office
Ms.Waraporn Termsrichareonporn	Data Collection	Programme Officer JICA Thailand Office
Dr.Arphatchanee Hongswadhi	Evaluation Analysis	Special Coordinator JICA Thailand Office

1-4 Methodology of Evaluation Study

The evaluation team employed “JICA Guidelines for Project Evaluation (2004)” as a basis for conducting the evaluation study. The procedures for the Terminal Evaluation were as follow.

1-4-1 Review of Project Framework

As there had been no PDM since the planning stage of the Project, the evaluation team arranged the contents written in the Minutes of Meeting and the Plan of Activities into the form of Project Framework. Implicit indicators for evaluation based on what were specified in the plan of activities

were agreed among stakeholders. Consultation with senior volunteers (SVs) and counterparts (CPs) was duly conducted during the process of development and finalization of the framework.

1-4-2 Examination of the implementation process

The achievement of the project was examined through document surveys and interview surveys. Documents reviewed are; the proposal for the group dispatch of senior volunteers (S1), the Minutes of the Meeting (March 2006), bi-annual reports developed by SV, and other information on urban planning and urban development accumulated from the Department of Public Works and Town & Country Planning. Interviews to the chief and ex-chief of Chiang Mai Office of Public Works and Town & Country Planning (hereinafter referred to as “Chiang Mai DPT”, the ex-CP and CPs of Chiang Mai DPT, stakeholders of the project, and the SVs were also conducted in this regards. List of interviews and Interview results appear as Annex 2 and 3, respectively.

1-4-3 Evaluation Analysis based on the DAC five evaluation criteria

- | | |
|--------------------------|--|
| 1) Relevance | An overall assessment of whether the Project Purpose and Overall Goal are in line with the policy of the Government of Thailand and Japanese Official development Assistance (ODA) policy, as well as with the needs of counterparts and target groups |
| 2) Effectiveness | The examination of the extent to which the expected benefits of the Project Purpose has been achieved as planned and the clarification if the benefit was brought about as a result of the project |
| 3) Efficiency | A measure of the extent to which inputs of the Project were efficiently converted into outputs in terms of timing, quantity, and quality |
| 4) Impact | The positive and negative changes, produced directly and indirectly as the results of the project |
| 5) Sustainability | A measure of the extent to which the project effects can be sustained or maintained under policy, technology, system, and financial state of the Thai side after the project completion |

1-4-4 Conclusion of the evaluation based on the results of evaluation analysis

Finally, the recommendations for the Project and the lessons learned from the Project were drawn as a conclusion of the evaluation.

Chapter 2 Outline of the Evaluated Project

2-1 Background of the Project

Rapid urbanization, uncontrolled urban sprawl, and reforming of land use from agricultural areas have brought about various urban problems which affected the quality of lives in Chiang Mai. To solve these problems, the establishment of effective planning for urban planning and urban development through assisting, advising, and providing technical support to local government for the implementation of urban planning was considered to be the effective and useful method to promote orderly urban development.

The Government of the Kingdom of Thailand, represented by Chiang Mai DPT, requested to the Government of Japan for the senior volunteer group dispatch on urban planning principally aiming at; 1) advising and providing technical support to the staff of Chiang Mai DPT to make effective urban planning and urban development planning, and 2) assisting and advising local governments in technical aspects and performing training for human resources in cooperation with the Chiang Mai DPT.

In response to the request, the Government of Japan commenced the cooperation by dispatching a group of senior volunteers on; 1) urban planning and urban development planning, 2) land readjustment planning, and 3) landscape planning since March 2006. The Project has been conducted for two years and scheduled to terminate at the end of March 2008.

2-2 Summary of the Project

The Project has been conducted based on the following Project Framework which was carefully reviewed by the Evaluation Team based on the Plan of Activities developed in November 2006.

2-2-1 Overall Goal

Chiang Mai was developed to be a livable and international tourist city with the balance of urban development and historical/cultural site conservation.

2-2-2 Project Purpose

The basis for urban planning and urban development planning to direct Chiang Mai to be a livable city was established.

2-2-3 Outputs

- | | |
|----------|---|
| Output 1 | - Support to improve the quality of urban planning was provided. |
| Output 2 | - Support to promote the land readjustment activities at the target site was provided. |
| Output 3 | - Support to improve the quality of landscape conservation was provided |
| Output 4 | - The capacity building of Local Authorities in developing administrative plan was supported. |

Chapter 3 Achievement of the Project

3-1 Achievement of Outputs

3-1-1 Achievement of Output 1

It is considered that the Output 1 that, “Support to improve the quality of urban planning was provided”, was **satisfactorily achieved** providing that, proper advices, samples of Japanese experiences, together with a great amount of translated documents applicable for improving the quality of urban planning and urban development, were provided to the Chiang Mai DPT. The translated version of the Japanese comprehensive master plan and the sample of Japanese town zoning & planning, were found very valuable as references for the development of the 3rd Chiang Mai Comprehensive Plan (hereinafter referred to as “the Plan”). The comparison of the comprehensive master plan and municipal master plan would be a good orientation for the Thai local authorities which have to be the main responsible persons in developing comprehensive plan since 2010. Besides, the manual of cohort method introduced to the office was considered highly practical in calculating the demographic shift as basic data for developing the effective urban planning in the future. However, the activities of advising for the improvement of the Plan and the applicability of the advices were practically limited since the development of the draft Plan was almost completed at the time when the SV was dispatched. The advices could only be made based on the Plan already drafted and occasionally when the revision was needed. Regarding the research study on Mooban development, the Thai side found the recommendations excellent and ideal, but the level of feasibility is still questionable, owing that the implementation needs the motivation and action of provincial office, local authorities, cooperation and understanding of real estates and land owners, revision of acts/laws, and etc. The issue was considered difficult to be realized, especially the revision of acts/law which is hardly to be obtained only by the actions at provincial level.

3-1-2 Achievement of Output 2

The achievement of the Output 2 that, “Support to promote the land readjustment activities at the target site was provided” was **fairly satisfactory**. The main supports were on the advice for selecting target areas and pilot sites through conducting surveys with the Thai side, and the introduction of the Japanese experiences of land readjustment to enhance the understanding on the issue. The constraints in providing support to promote the land readjustment (LR) activities were due to the lack of actual implementation of LR project in Chiang Mai. However, a number of documents provided by the SV, especially those concerning with the know-how to conduct the public relations (PR) for LR, the merit of LR implementation, and the workflow of LR implementation, were expected to be a good basis in furthering the promotion activities (or PR activities) to be conducted by the Chiang Mai DPT, since common understanding among several parties; i.e. local authorities, land owner, real estates, and local people on the merit of carrying out LR, and the initiatives from local people to implement such a project, would be the prerequisite in conducting the LR implementation.

3-1-3 Achievement of Output 3

It is considered that the achievement of the Output 3 that, “Support to improve the quality of landscape conservation was provided”, was **highly satisfactorily**, providing that proper advices, highly constructive samples of Japanese experiences, proper research documents with the database leading to prospective implementation of the landscape conservation, together with a great amount of useful translated documents, which are applicable for improving the quality of landscape conservation, were provided to the Chiang Mai DPT. As per the result of interviews and the review from existing reports, all stakeholders commented that the support provided in this area was highly practical and being a good reference for furthering landscape conservation in Chiang Mai.

Though being a preliminary version, the Chiang Mai landscape database was promptly developed with the research methodology properly transferred to the CP and Thai researchers who collaborated with the study. It was believed that further research activities to develop the unique Chiang Mai landscape database would be possible through the techniques and research methodologies gained from the SV. This database would act as a basis of landscape planning, including being basic information for the development of landscape law, which would lead to actual implementation of landscape conservation. Data gained would also be useful for landscape design, conservation design, transportation design, material design, and etc. Besides the database, the Japanese experiences on landscape conservation introduced in the training course on urban planning and in several meetings, not only drew a lot of attentions from the local people but also advanced their understanding on landscape conservation. The understanding of local people on Machizukuri (participatory community development) was obtained and the idea of landscape conservation was also elevated through having a chance in exchanging views in the Cultural and Regional Exchange Forum between Chiang Mai and Nara¹, which had 114 participants from Nara city and Chiang Mai city. The translated versions of Nara Guideline on Landscape Conservation, Japanese landscape law and related laws, and samples of urban landscape planning, were considered valuable references for developing the idea of landscape conservation in Chiang Mai and in other provinces. The Nara Guideline itself got a high reputation from most agencies including the DPT, where the SV went and introduced the document. The translated Guideline was already sent to other provinces by the DPT, and was considered to be a model in developing landscape planning in Chiang Mai and in other Northern provinces which have a lot of cultural heritages.

Moreover, the support was considered highly advantage by gaining the new idea and specific knowledge on tree care, through the activities of a short-term expert. The awareness on the importance of conducting tree care and the interest to learn more were found at the result of questionnaire survey, which appeared to have 78% of all participants indicating the willing to additionally learn and practice the issue. Though approximately 80% of the participants were from the Faculty of Architecture and Environmental Design of Maejo University, who were considered

¹ The Cultural and Regional Exchange Forum between Chiang Mai and Nara was conducted on the occasion of 120th Anniversary of Japan-Thailand Diplomatic Relation 2007 on 25 Aug 2007. The Forum had a sub-topic of exploring the possibility of landscape preservation and disaster prevention in ancient cities by citizen's participation. The forum also acted as a platform for free exchanging the view of participants in the concept of Machizukuri, and the know-how to conserve ancient cities with samples of Nara being introduced.

to have more or less existing interest in the issue, the result of questionnaire survey revealed that the Thai society had less experience and knowledge on the tree care, and there should be further instruction given, by initially conducting the training of trainers on how to conduct tree care, and furthering the knowledge to local authorities, other relevant agencies; such as Department of Highway or Department of Rural Roads, and local people accordingly.

3-1-4 Achievement of Output 4

The Output 4 that, “The capacity building of Local Authorities in developing administrative plan was supported”, was **achieved**, providing that Japan’s examples in urban planning and urban development were promptly introduced to local authorities in several trainings and meeting sessions. The information on Kamakura’s Master Plan also provided the picture of how the local authorities could be in charge in developing such a plan. Moreover, though having a limitation in directly conducting the capacity building owing to the lack of actual development of comprehensive plan, proper advices on how the Chiang Mai DPT can support the local authorities in urban planning development and advices on how to improve the training course on urban planning, were appropriately provided following the observation of the training conducted by Phitsanuloke DPT.

By having inadequate numbers of urban planning staff in the Chiang Mai DPT and in local authorities in the area, the activities on conveying experiences and knowledge on urban planning and urban development with concrete samples of Japan had played a significant role in enhancing the perception on urban planning of other staff who have less background on urban planning but need to be responsible for developing the plan.

3-2 Achievement of Project Purpose

The Project Purpose that, “The basis for urban planning and urban development planning to direct Chiang Mai to be a livable city was established”, was **moderately achieved as a whole** providing that the theoretical and practical aspects of urban planning and urban development have mostly been developed at a satisfactory level. However, the basis in the area of land readjustment has yet to be reached to the sufficient level providing that the project on land readjustment has not yet been undertaken. The most effective practical basis and additional theoretical basis on the LR is expected to be obtained through the actual implementation of a project. Parts of theoretical basis can be expected from the JICA Project on Land Readjustment Promotion in Thailand (2005-2009).

In theoretical aspects, following documents which were all translated into Thai or English language, were provided to the Chiang Mai DPT. The list of documents in each field was attached as Annex 4.

- In the field of urban planning, five (5) translated documents, four (4) study reports, one (1) presentation document introducing Japanese experience, and one (1) manual, were presented.

- In the field of land readjustment, eight (10) translated documents (including 2 English versions), one (1) study report, and two (2) presentation documents introducing Japanese experience, were presented.

- In the field of landscape development, nine (9) translated documents (including 1 English version), eight (8) study reports (including landscape database), and three (3) presentation documents introducing Japanese experience, were presented.

In practical aspects, the techniques transferred to the counterparts, especially on how to make

people thoroughly understand the concept of urban planning, are considered practical and being utilized in daily work. The increase in level of understanding of counterparts, local authorities, and local people on urban planning and urban development, was considered to be a good basis in gaining collaboration from relevant parties for further development or actual implementation to be made.

3-3 Prospective Achievement of Overall Goal

It might take some time in realizing the overall goal on “Chiang Mai was developed to be a livable and international tourist city with the balance of urban development and historical/cultural site conservation” as stating below.

- It is predictable that the actual implementation of LR will take time until getting started. Tessaban and TAO who are the implementing bodies still pay less attention but focus more on the road construction without planning. It is crucial to enhance the understanding of these local authorities to put priority to urban planning by issuing its own regulations and allocating budget for the planning. Besides, owing to the fact that there is still no urban planning officer in every Tessaban or TAO, the staff in architect or construction division will have to be in charge. The present structure is still questionable for the implementation of urban planning and development, since the staff in construction division tends to focus on construction according to the idea of chief of office rather than planning before conducting.
- The conservation implementation also takes time since other preparation such as; the completion of database, the issue of local regulations, strong collaboration among local authorities, provincial DPT, and local people, are still needed.

3-4 Achievement of Inputs

3-4-1 Thai side

1) Three (3) counterparts

- Ms.Tiamrat Insee (City Planner 6) CP of urban planning and urban development planning
- Mr.Suphol Sarttatat (Urban Planning Analysis Officer 7) CP of land readjustment planning and coordination
- Mr.Theerayout Kukumsai (Architecture Officer 5) CP of landscape planning

2) Office space and other necessary facilities (working desks, communication devices, copy machine, computers, printers, meeting room, and etc.)

3-4-2 Japanese side

25,384,188 Yen in total, was allocated to the Project. Details can be found as follows.

1) 20,701,590 Yen were allocated for the dispatch of four (4) long-term senior volunteers (30 March 2006-29 March 2008)

- Mr.Takashi Kuramata, SV on urban planning and urban development planning
- Mr.Tadayoshi Oshima, SV on land readjustment planning
- Mr.Haruhisa Uejima, SV of landscape planning
- Ms.Mari Sakamoto, SV of coordination

2) Operational Cost of 967,616 yen was allocated for the SV's activities and the dispatch of one (1) short-term senior volunteer (8 August – 2 September 2007)

- Associate Professor Dr.Chikayasu Hamano, SV on urban greenery conservation110

3) 355,176 yen was allocated for the equipment for SVs

- Digital Cameras (2 sets)
- Scanner
- Printer
- Monitor

3-5 Implementation Process of the Project

After the plan of activities was drafted in November 2006 based on the discussion of SVs and CPs, most tasks were conducted promptly in a timely manner as per this plan. The support from SV also covered issues aside from the plan of activities such as support to cope with flooding problems, and introduction of Japanese experiences in other provinces when conducting surveys. From a viewpoint of urban greenery conservation of Chiang Mai city, activities to provide knowledge on roadside tree conservation and the conduct of tree care along the Chiang Mai-Lamphun, and Chiang Mai-Sankamphaeng roads, were also added through having a short-term expert on tree care during 8 August to 2 September 2007. Moreover, on the occasion of 120th Anniversary of Japan-Thailand Diplomatic Relation 2007, a one-day forum (25 Aug 07) on “The Cultural and Regional Exchange Forum between Chiang Mai and Nara to explore the Possibility of Landscape Preservation and Disaster Prevention in Ancient Cities by Citizen’s Participation”, was also organized.

Strong leadership of the team leader and work culture of the Japanese facilitated progress of activities from the beginning of the Project. Also, counterparts had a strong interest to learn from Japanese experience to improve quality of urban planning and urban development in the province. Communication between the SVs and CPs at regular intervals to confirm result of activities and to adjust the plan, together with informal relationship between two parties, accelerated fairly smooth implementation.

There were some constraints impeding the conduct of activities; such as workload of each CP originated from a lot of governmental orders for special project implementation which hindered the involvement of conducting some activities together with the SV, the conflicts among local people regarding the contents of draft Chiang Mai Comprehensive Plan which obstructed full involvement of the SV, and the lack of LR success case in Thailand which led to difficulties in conducting the PR of land readjustment. However, these are not exceptionally serious factors that fully hindered whole implementation process and the process was considered fairly smooth in general.

Chapter 4 Results of Evaluation

4-1 Evaluation by Five Criteria

4-1-1 Relevance

The relevance of the Urban Planning and Urban Development Planning Support Project is **remarkably high**, considering that the overall goal and the project purpose have been consistent with the Thai policy on urban development and the Japanese aid policy toward Thailand throughout the Project.

1) Relevance to the needs of urban planning and urban development of Chiang Mai

The vision stated in the Chiang Mai Strategy Plan (2004-2007) is “to be a city of life and prosperity”. This refers to the needs to conserve historical and cultural sites as tourist spots. Besides, as per the initiative of the urban planning division of DPT to put forward Chiang Mai to be the green city, the Japanese cooperation especially on the support on conservation task, which is highly new to the Thai society, are highly needed.

2) Relevance to the priority of the development policy of the Government of Thailand

The 10th National Economic and Social Development Plan (2007-2011) puts emphasis on empowerment of communities and development to co-exist harmoniously with nature and surrounding environment as one of the pillars of development strategies. Besides, capacity building of local authorities in the areas of urban planning and development was also emphasized in the 1999 Decentralization Act. Hence, it is considered that the project and the overall goal, which direct to the development of livable city through having the basis for urban planning and urban development planning, were consistent with the national policy.

3) Relevance to the priority of the Japan's Economic Cooperation Program for Thailand and Priority Areas of JICA's Technical Cooperation

One of the Japan's Economic Cooperation Program for Thailand is to cooperate for institution building and human resources development for environmental issues, urban problems, or those which emerge as a result of economic and social development. Hence, the project was considered in line with the Japan's aid policy.

Priority areas of JICA's cooperation in 2005 at the timing of request were; social development, preservation of environment, rural development, development of economic infrastructure, and regional cooperation. The cooperation for effective implementation of urban planning and development was consistent with the strategy on the development of economic and infrastructure and the capacity building of local authorities was in line with the strategy for rural development. The present priority areas as of March 2008 consist of four sectors; 1) Enhancement of competitiveness for sustainable growth, 2) Development issues in maturing society, 3) Human Security, and 4) Regional Cooperation. The project which was conducted to alleviate the urban problems is expressed as a key strategy of the development issues in maturing society.

4) Technical advantage of Japan

JICA has been cooperating in the field of urban development and urban planning in Thailand for more than 20 years. Previous dispatch of the SV on urban planning and outputs of the preceding technical cooperation project (DMUD) also led to the initiatives of the Chiang Mai office in requesting for the dispatch of SV in this specific field.

5) Appropriateness of Project Strategy

The scheme of SV was considered appropriate providing that the expectation of the Office was to get the advice for the provincial-level project implementation. The SV could also freely develop any research documents which they think benefit for the province without any restriction in terms of policy or legislative reform in the national level like the activities in the technical cooperation project.

4-1-2 Effectiveness

The effectiveness of Project can be assessed as **satisfactory as a whole** providing that the theoretical and practical aspects of urban planning and urban development have mostly been developed. It was also revealed that satisfactory achievement of all outputs in general contributed to the establishment of basis on urban planning and urban development in Chiang Mai. The constraint which obstructed the achievement of the project purpose at the high satisfactory level was the lack of actual implementation of LR project in the area, from which the most effective practical and theoretical basis on the LR should have been received.

Promoting factors that led to good achievement of the project purpose are; high expertise and high commitment of the senior volunteers who could properly identify sources of information as a reference to fit with the case occurred, dedication of the coordinator in translating and interpreting which highly promotes the achievement in establishing theoretical basis, and the fact of being senior citizens from developed country which made local authorities and local people be more opened to the information provided and hence facilitated their level of understanding. The proper understanding will become a good basis for the better collaboration from local authorities and local people to advance urban planning and urban development implementation in the area.

4-1-3 Efficiency

The efficiency of the Project was at the **satisfactory** level given that sufficient activities and more activities than being planned were conducted to produce the outputs. Most tasks were conducted promptly in a timely manner, except for some activities which had constraints on the start of implementation, the cancellation or postponement due to changes in politics and budgets, and the delay due to conflicts arose at the community. However, necessary activities were considered promptly conducted in general. The project was also considered efficient in terms that adequate inputs were provided by both Japanese side and Thai side.

1) The Japanese side

The inputs from the Japanese side were highly appropriate. The dispatch of four (4) long-term SVs and one (1) short-term SV were appreciated by the Thai side in terms of number, duration, timing, and expertise. Besides, the group dispatch consisting of the three fields and a coordinator was

considered highly appropriate since the field of urban planning and urban development is highly board and only one SV might not be able to share knowledge in every aspect. Moreover, the field is highly complicated providing that the understanding on country's culture and way of living is a prerequisite in developing the planning, and language would become a barrier if no interpreter/translator were provided. Hence, the group dispatch having the coordinator highly proficient in the language was considered efficient in performing activities. The dispatch of senior volunteer to enhance the understanding of local people on specific issues was highly proper given that countries in Asia have a tendency to respect the elderly and tend to follow the instruction easily. There were no problems found regarding the size of project operation cost borne by JICA.

2) The Thai side

In general, the facilities provided by the Thai side were appropriate with a slight problem on internet access that occasionally inhibited the work progress. Number of staff at the Chiang Mai DPT was obviously insufficient, and hence allocated number of counterparts was limited, especially after the relocation of core counterparts without any replacement. However, considerably high level of skills and techniques of each staff and high motivation of some counterparts have contributed to smooth implementation.

4-1-4 Impact

1) Prospective achievement of overall goal

It might take time in realizing the overall goal providing that a number of preparation is still needed. Most critical issue in starting the actual implementation of LR project is the full understanding and commitment of provincial DPT and local authorities, together with mutual understanding on the benefits of LR implementation among land owner, developer, and local people. Besides, the lack of regulations and technical standards/guideline and the uncompleted Chiang Mai Master Plan on LR might be the factors that somehow inhibit smooth implementation. The conduct of urban planning which would be authorized to local authorities would need high expertise of the urban planning staff at the local level. However, as a matter of fact, the number of urban planning staff is still highly limited and capacity building of other staff is still crucial. The start of the landscape conservation, to some extent, was considered practical, such as the activities on urban greenery conservation. In this instance, H.R.H.Mahachakri Sirindhorn's initiative to conserve rubber trees along Chiang Mai-Lumphun road would accelerate the achievement of the goal in this area. On the other hand, the issue of local regulations, such as the restrictions on development by local authority to specify conservation area, and the common understanding among stakeholders living in the conservation area and in the adjoining areas would be a prerequisite in starting the landscape conservation of historical site.

2) Other impacts

The presence of SVs is the real impact to the Thai society. The SVs acted as a mirror to reflect problems in Thai society and provided the perception from another angle, together with provided sample experiences of Japan. By being senior citizens from developed country, local authorities and local people tended to be more opened and reliable to the information provided, and hence the concept of urban planning and development has been widely acknowledged in Chiang Mai. This positively resulted in the increase of interest by some local authorities and local people in starting

the implementation after seeing exact image of actual cases in Japan. Besides, several meetings and training courses held with the presence of Japanese SVs drew big attention from local people in Chiang Mai. This could be considered as a **great impact** providing that the presence of Japanese ODA and its cooperation in the field of urban planning and development was well-perceived in the area.

Regarding the expansion of knowledge, the counterparts have utilized samples of Japanese experience, knowledge, and techniques gained from the Project in introducing the concept of urban planning and development on an ad-hoc basis as a guest speaker in some events, and on a regular basis as a lecturer in universities. Some counterparts introduced experiences and knowledge gained in other provinces after being relocated. Regarding translated and research documents, DPT already distributed the translated version of Nara Guideline on Landscape Conservation to other provinces in Thailand, and the Project already distributed some of the translated and research documents to local authorities, universities, and other relevant agencies in Chiangmai and in other provinces in Thailand.

Not only technical knowledge, but also the goodness of Japanese working style was obtained. The SVs worked based on the planned schedule and the CPs had to follow the schedule. The idea of working on schedule rarely occur in Thai work culture and the Office gained the concept of having “actual deadline”.

4-1-5 Sustainability

1) Policy Aspect

As per the vision stated in the Chiang Mai Strategy Plan to make Chiang Mai to be a city of life and prosperity, and following the reputation gained from the conduct of tree care by the Project, the Chiang Mai CEO placed an agenda to further conduct activities on urban greenery conservation henceforth. Besides, H.R.H.Mahachakri Sirindhorn's initiative to conserve rubber trees along Chiang Mai-Lumphun road, and the proposal from Holland government to conduct a Green Project to direct Chiang Mai to be a green city, would be a strategy in further conducting activities on urban conservation. The policy of DPT on “Promoting One province, One LR project”, will sustain activities of Chiang Mai DPT in initiating LR pilot project following the site selection activities conducted in the Project. However, constraints might be on the securing of fund which has to be mostly done by the implementing body, and preparation of the area in terms common understanding of local people.

2) Organizational Aspect

Due to possibilities of relocation of counterparts, the techniques and knowledge gained was planned to be transferred to the successor by providing written documents. Though the efficiency of transferring knowledge by written documents is not predictable, it was believed that the techniques and knowledge which were already transferred to local authorities in several training courses and meeting sessions, and those regularly transferred by counterparts to local authorities and local people in Chiang Mai province, would be sustained in “the province”, since civil servants working in the local authorities would be relocated within the province only.

3) Financial Aspect

Chiang Mai Office principally secures the budget of 50,000 annually for transferring knowledge to local authorities. The budget might be used for the PR to further enhance the understanding of private sectors, local authorities, and local people on urban planning and development especially the LR in order that the initiatives would emerge from the people side. Other financial sources would be proposed to Chiang Mai CEO on the project basis.

4) Technical Aspect

Techniques and knowledge of CPs were originally at a high level. Combining with the points introduced by SVs, it is expected that the techniques provided can be continuously conducted, especially the activities of landscape planning on the research and database development. The activities to lay the basis for urban planning and urban development in Chiang Mai, which follows those conducted by the Project, will be continued to some extent. The focus might be on the PR activities utilized theoretical basis provided by the project and further develop other basis, such as the networking among relevant parties, to lead to achievement of the overall goal.

Chapter 5 Conclusion and Recommendations

5-1 Conclusion of the Evaluation

It can be concluded that the objective of the Project has been generally achieved, by having the theoretical and practical basis provided to the Chiang Mai DPT. However, the Chiang Mai DPT might have to continue working in several aspects in moving forward to achieve the overall goal. It should be pointed out that, the Project provided high impact to the society, especially on the increase of understanding by local people on the concept of urban planning and development, which is expected to be a good basis in gaining collaboration from relevant parties for further development or actual implementation to be made. The presence of Japanese SV, which drew big attention in Chiang Mai, was also considered a great impact providing that the concept of Japanese ODA and its cooperation in the field of urban planning and development was well-perceived in the area.

5-2 Recommendations

5-2-1 Recommendations to Chiang Mai DPT

1) In accelerating the achievement of overall goal, the continuation of PR activities to enhance common understanding on the benefits of urban planning and urban development, and to obtain common view on the development of Chiang Mai city, might be the initial issues to start with and hence deliberately implemented. At the same time, networking of Chiang Mai DPT with other relevant agencies, i.e. universities, entrepreneur, consultants of urban planning, other governmental agencies, and local people to share the idea of co-implementing urban planning and urban development should be strengthened.

2) Owing that a great amount of documents on urban planning and development, both from Japanese experience and from the research conducted during the project, was translated into Thai by the Project, further utilization should be suitably considered. The translated and research documents provided by the Project should be carefully reviewed and categorized by the Chiang Mai DPT, with the perspective of how these documents can be used in realizing the implementation of urban planning and development. For the purpose of expansion of knowledge, the dissemination to target groups as specified in Annex 4 and as per consideration of the Chiang Mai DPT should also be promptly conducted. The “summary of data review” providing information of each document and the way how the document should be utilized shall be developed by the Chiang Mai DPT, and distributed to relevant organization. Providing that the distribution all documents might not be an efficient way, the documents should be downloaded to the Chiang Mai DPT website or the DPT website, with only letter enclosing the “summary of data review” to be distributed to relevant organizations.

3) The capacity building of local authorities, to which the task of urban planning and implementation of urban development will be totally transferred in 2010, shall be continuously conducted. The training should be the one not only to provide knowledge and skills, but to practically support the development of the comprehensive plan by the local authorities. As being advised by the SV, good practices of the training course in Phitsanuloke shall be applied in

fostering human resources of local authorities in being able to develop comprehensive plan.

4) In the field of LR, close collaboration with the JICA Project for Land Readjustment Promotion (hereinafter referred to as “the LR Project”) should be carried out. Theoretical basis such as the basic knowledge on Japanese LR provided by the LR project should be utilized as reference documents to enhance the understanding of local people, and increase awareness of local authorities. It was also considered more practical in getting a success case from one of the pilot projects being implemented under the LR project as PR materials to commence the implementation of LR project which was actually initiated by local people. For practical basis, though it is necessary to practice through the actual implementation of a pilot project to gain applicable skills at the field level, visiting to observe the process of some pilot projects which is already advanced can also be a reference in implementing the LR.

5) Focusing on a specific small local authority having high interest in the implementation of urban planning and urban development, and having good relation between the authority and local people might be an effective way to draw an interest from others when such an implementation was successful. For example, it might be more practical that a pilot project in one area, such as the conservation of a historical site, would be conducted at one of the “small” Tassabans which indicated high interest in the Project activities. By conducting a pilot project at the smaller level, the preparation, such as the conforming of people’s opinions, the data collection, and the enactment of municipal law to support the implementation, might become easier. Besides, the impact gained when being success is prospected to draw an interest from others which would further the implementation in the higher level.

5-2-2 Recommendation to the DPT

The DPT may support the dissemination of knowledge by downloading the documents provided by the Project to database section of the DPT website. Utilization of the website of the LR project might be another option.

5-3 Lessons Learned

1) The initial expectation of the Thai side was to get advices from SVs during co-implementing particular projects, and the intention of the SVs prior to the dispatch was accordingly on the provision of advices to such projects. However, at the time of dispatch, some of the projects were completed or almost completed which hindered the entire involvement of the SV. This was due to gap between the expected timing and the actual timing of dispatch. Chiang Mai DPT set the expected timing of dispatch of SVs to be in April 2005 and the budget to implement projects to be co-implemented with SVs was proposed in the year 2004 accordingly. However, the arrangement until the dispatch took time than expected and the actual dispatch was in March 2006, approximately a year after the expected timing of dispatch. However, the implementation of the expected projects had to be carried on provided that the budget was already allocated. In this regards, it was recognized that there should be a close coordination by JICA office with the requesting agencies for the updating of information attached to the proposal in case the dispatch timing was far apart from the timing of request, and the information should also be transferred to the expected SV accordingly.

2) Considering the inferiority in getting suitable support from the SV on urban planning individually dispatched during September 2002 to September 2003 at the Chiang Mai DPT, it was explicit that the approach of group dispatch was much highly efficient in conducting the cooperation in the field of urban planning and urban development, which needs the comprehensive knowledge and expertise from every angle. The field is also complicated providing that the understanding on country's culture and way of living is a prerequisite in developing the planning, and the language would become the barrier if no interpreter/translator were provided. It was well-accepted that the language-proficient coordinator who has full perception in the culture of beneficiary's country constructively led to achievement of the Project in this field. It was also considered that it would be more proper to create a list on the fields needing to have a group dispatch with the characteristic of each field and the negative impact of having language barrier clearly mentioned, as a reference in considering the possibility of group dispatch in the future.