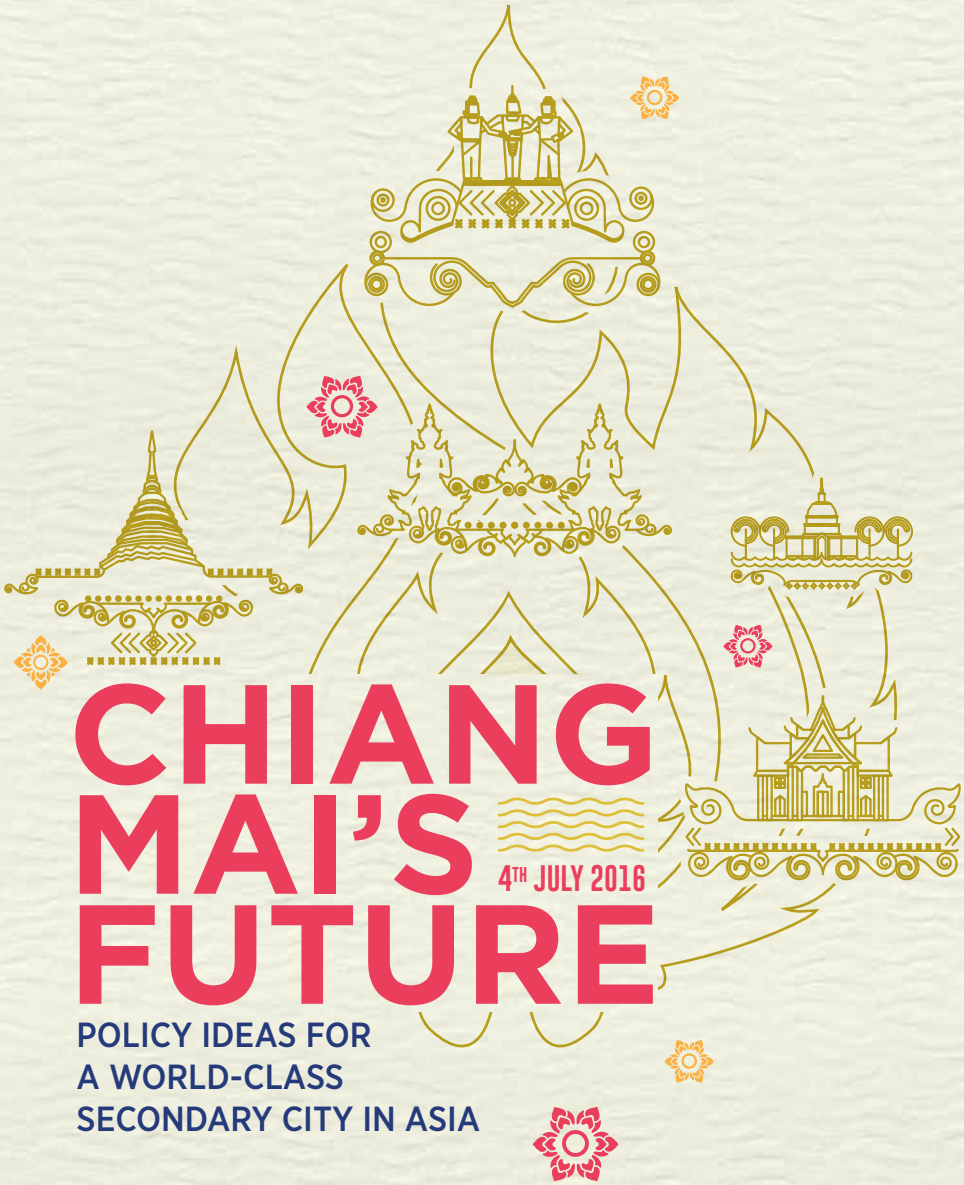
Lee Kuan Yew School of Public Policy

NUS National University of Singapore



CHIANG MAI'S FUTURE

4TH JULY 2016

POLICY IDEAS FOR A WORLD-CLASS SECONDARY CITY IN ASIA

GOVERNANCE STUDY PROJECT
Lee Kuan Yew School of Public Policy

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ABOUT
THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY

Established in 2004, the Lee Kuan Yew School of Public Policy runs exchange programmes with 16 global universities. It enrols some 400 students from over 70 countries in its four Masters and Ph.D. programmes. The school boasts long-term partnerships with global institutions including the Harvard Kennedy School, and was the first Asian school to join the Global Public Policy Network established by Columbia SIPA, the London School of Economics and Sciences Po. The school curriculum spans across multiple disciplines and is complemented with case studies and a problem-based learning approach. Students from the LKY School can expect to extend their learning well beyond the walls of the classroom, and to benefit from strong empirical evidence and contextual narratives that emphasise Asian and international dimensions.

By providing opportunities for the education and training of the next generation of Asian policymakers and leaders, the LKY School aims to raise the standards of governance throughout the region, improve the lives of the people in the region and, in so doing, contribute to the transformation of Asia.

MASTER IN **PUBLIC ADMINISTRATION**

The 1-year full-time Master in Public Administration (MPA) programme prepares students for senior management roles in the public sector. It provides an intensive, interdisciplinary course of study for professionals who wish to work on increasingly complex issues shaping national, regional and global policies and projects.

A key feature of the MPA is the Governance Study Project Trip to a neighbouring country. Part of a wider year-long governance study project, the trip takes place at the end of the first semester, with a final conference at the end of the special term.

GOVERNANCE STUDY PROJECT (GSP) – **CHIANG MAI'S FUTURE**

The ASEAN Economic Community (AEC) was officially launched in January 2016. This is expected to bring an unprecedented pace of economic integration and development in the region. Taking advantage of this opportunity, secondary cities in Asia are pivoting their direction to gain most from the integration and the rapid urbanization trend. What are the opportunities for secondary cities in Asia? How can cities in this region grow sustainably and continue to be livable cities for their residents and visitors? Aiming to contribute to this body of knowledge, this year's Governance Study Project (GSP), conducted by our Master of Public Administration (MPA) students, focuses on one of the region's most important cities - Chiang Mai.

Chiang Mai is the second largest city in Thailand with a population of over one million. Once an important hub for the old Lanna Kingdom, the city celebrates its 720th year anniversary this year. Amidst rapid urbanization, aging population, growing expat communities, and regional and inter-city competition, Chiang Mai is going through transformational change. It is striving to protect its heritage and culture while at same time embracing new technologies, new residents, and new ways of life.

Currently, Chiang Mai is designated to be a Smart City where citizens enjoy a full range of digital public services. Furthermore with its rich social, cultural, and heritage assets, the city also aims to drive its development sustainably by fostering a creative economy via start-ups, various types of tourism, and the MICE industry. It is also on the tentative list to become UNESCO's World Heritage City. While there are numerous opportunities ahead, there are also remaining challenges. They include the need to set a clear vision for the city, to engage citizens meaningfully and to collaborate across all sectors.

In alignment with the LKY School's mission to raise governance standards and improve lives in Asia, the GSP Conference on July 4th, 2016 aims to provide innovative policy ideas for Chiang Mai. We hope to contribute to the city's positive transformational growth and help enable it to continue to be one of the most attractive and livable cities in Asia.

CONFERENCE SCHEDULE

GSP CONFERENCE 2016
Chiang Mai's Future: Policy Ideas for a World-Class Secondary City in Asia
4th July 2016

VENUE: Lobby, Oei Tiong Ham Building, Lee Kuan Yew School Of Public Policy

TIME	CONFERENCE PROGRAMME
8.00am - 8.30am	Registration
8.30am - 8.45am	Opening Address by Prof Kishore Mahbubani, Dean LKY School
8.45am – 10.35am	**Session 1: Economic Opportunities** 1. Chiang Mai: Creative City, Creative Economy 2. MICE – Chiang Mai's Next Engine of Growth 3. Smart Chiang Mai – Unleashing Economic Growth and Social Capital through Open Data 4. Urban Transport for Secondary Cities – Case Study of Chiang Mai
10.35am – 10.55am Tea Break	
10.55am – 12.45pm	**Session 2: Varieties of Tourism** 5. Assessment and Evaluation of Socio Economic Growth of Chiang Mai as UNESCO World Heritage City 6. Hug Chiang Mai: Building a Liveable City for Retirement Tourism 7. Chiang Mai as a Medical Tourism Destination: Potential, Prospects, and Policy Issues 8. Ecotourism in Chiang Mai: Promise or Peril?
12.45pm – 2.00pm Lunch	
2.00pm – 3.30pm	**Session 3: Good Governance** 9. Corruption-free: The Change of Chiang Mai 10. Don Kaew – Public Service with a Heart 11. Ending AIDS: The Case of Chiang Mai
3.30pm – 3.50pm Tea Break	
3.50pm – 5.20pm	**Session 4: Remaining Challenges** 12. Haze Control in Chiang Mai 13. Thailand's Last Opium War: Governance and Illegality in a Highland Periphery 14. An Assessment of the Human Trafficking in the Area of Chiang Mai
5.20pm – 5.30pm Photo and Closing Remarks	

ABSTRACTS - OVERVIEW

Session 1: Economic Opportunities

1. Chiang Mai: Creative City, Creative Economy
2. MICE – Chiang Mai's Next Engine of Growth
3. Smart Chiang Mai-Unleashing Economic Growth & Social Capital through Open Data
4. Urban Transport for Secondary Cities – Case Study of Chiang Mai

Session 2: Varieties of Tourism

5. Assessment and Evaluation of Socio Economic Growth of Chiang Mai as UNESCO World Heritage City
6. Hug Chiang Mai: Building a Liveable City for Retirement Tourism
7. Chiang Mai as a Medical Tourism Destination: Potential, Prospects and Policy Issues
8. Ecotourism in Chiang Mai: Promise or Peril?

Session 3: Good Governance

9. Corruption-free: The Change of Chiang Mai
10. Don Kaew – Public Service with a Heart
11. Ending AIDS: The Case of Chiang Mai

Session 4: Remaining Challenges

12. Haze Control in Chiang Mai
13. Thailand's Last Opium War: Governance and Illegality in a Highland Periphery
14. An Assessment of the Human Trafficking in the Area of Chiang Mai

SESSION 1:
ECONOMIC OPPORTUNITIES

1. Chiang Mai: Creative City, Creative Economy

Team Members

Louise Beehag, Chia I-Ling, Sujin Kim, Ryo Miyazaki,
Jennifer Tan & Sandra Thng

Abstract

Around the world, secondary cities are faced with the challenge of balancing growth with sustainability, while retaining their historical heritage and cultural identities. Chiang Mai in Thailand is no exception. As a secondary city it has incredible potential to add to the nation's attractiveness and economic growth. Chiang Mai has articulated multiple aspirations, but it has not yet found a coherent and distinctive identity that will enable it to thrive in a dynamic regional and global environment. We posit that Chiang Mai could revitalize its image and establish itself as a strong and viable secondary city by remaking itself into a Creative City and building its Creative Economy. Our report seeks to strengthen the case for positioning Chiang Mai as a Creative City, identify potential areas to develop its Creative Economy, and put forward policy recommendations to achieve this.

2. MICE – Chiang Mai's Next Engine of Growth

Team Members

Zhang Lei Lei, Noboru Kageyama, Aaron Lye & Kenneth Gn

Abstract

The MICE industry accounted for more than 164,000 job creation in Thailand (2015). It contributed to 0.77% of the nation's economy and forms 10% of the overall tourism market, and continues to grow with increasing competition domestically and regionally. Chiang Mai is one of the 5 designated MICE cities in Thailand and listed in Asia's Top 10 travel destinations. Given its rich heritage, culture and well-established tourism sector, MICE development has tremendous potential. It will enable and strengthen its economy by: (1) reinforcing and maximising Chiang Mai's positional advantage; (2) being the leading industry to drive SME development; (3) expanding training and employment opportunities and raise skills and productivity levels; (4) enhancing industry knowledge transfer and act as a pillar to support other development narratives; (5) promoting cross-industry cooperation and overall cluster competitiveness; and (6) maximising the networking effect of MICE domestically and regionally and also project Chiang Mai's image and brand name. The team aims to share insights with the Chiang Mai Provincial Administration Office and stakeholders on its findings and recommendations and believes that it is an opportune time to position MICE as the next engine of growth and platform of change to Chiang Mai's economy and society.

SESSION 1:
ECONOMIC OPPORTUNITIES

3. Smart Chiang Mai-Unleashing Economic Growth and Social Capital Through Open Data

Team Members

Abbas Zaigham, Fakuade Oluwaseun Bamikole,
Muhammad Usman Moazzam & Nataliya Zhynkina

Abstract

Our society is facing a massive urbanisation trend. It is expected that around 70% of people (almost 6 billion) will be living in urban areas in less than a decade. This phenomenal change has been accompanied with a simultaneous increase in the demand for water, sanitation, health, education, food, housing, pollution control amongst others. These urban challenges are putting pressure on cities and governments to increase efficiency, reduce costs and enhance services. It is on this backdrop that the idea of Smart City has evolved.

Smart Cities possess common characteristics that are grouped under six broad themes: Smart Mobility, Smart Economy, Smart Living, Smart Governance, Smart People and Smart Environment. The focus of this report is on exploiting potential economic growth and social capital benefits in Chiang Mai through open data practices.

Open data initiatives, in countries like Singapore, is a driving force for smart governance; effectively resolving many of the teething public issues while collaborating with private sectors and citizens.

In this report, we modestly estimate that Chiang Mai, possessing a number of legacies (tourism, handcraft, youthful population, amongst others) which can be developed and enhanced, can add at least $1 billion to its economy and allow for social upward mobility through smart solutions based on open data.

Open data is inevitably becoming a tool for sustainable development in other nations. It not only increases efficiency in public administration and enables more collaborative solutions through private sector involvement, but also helps to reduce corruption and ensures open and transparent governance. Chiang Mai's prospective design for a Smart City initiative should not be an exception to this trend.

4. Urban Transport for Secondary Cities – Case Study of Chiang Mai

Team Members

Rebecca Huang, Wong Shu Qi, P K Solanki & Pankaj Sharma

Abstract

Perhaps for the first time in human history, population residing in urban areas is greater than in rural areas. It is expected that by 2050 close to 2/3rd of global population will be residing in urban areas and most of this growth will happen in Asia- most populous continent. The event is epochal in many ways as these urban centers are likely to be the drivers of growth. Just as 20th century saw the development of Nation states, 21st century will see the rise of cities.

Along with rise of mega cities, Asia is also seeing the rise of secondary cities. Sleepy towns have suddenly become large urban sprawls. They face all the problems of an urban center but lack the capacity and resources of addressing them in the manner of a mega city. Of the many problems faced by them, public transport is a major one as they gain size.

It is in this context that study of solutions for public transport in Chiang Mai assumes importance. Chiang Mai is the 2nd largest city in Thailand after Bangkok. With a population of almost 1.7 million, it is not a megacity in the Asian context. However, this city is a major tourist attraction in Northern Thailand. And is seeing a rapidly increasing inflow of tourists. This poses the challenge of developing a viable public transport infrastructure in the city. The issue if left unaddressed could adversely impact its attractiveness as a favored tourist destination.

Authors of the report have tried to study and analyse the issues behind the problem and come up with alternatives for addressing the challenge. In the report a 7 step model of analysis has been used. Starting with the status quo condition the group has progressed to suggest policy alternatives and decision criterion for making a choice. Comparing with the other secondary cities of Asia gives the analysis necessary context and insight into alternatives.

SESSION 2:
VARIETIES OF TOURISM

5. Assessment and Evaluation of Socio Economic Growth of Chiang Mai as UNESCO World Heritage City

Team Members
Ramona Bakshi & Tripti Bhadauriya

Abstract

Developing countries envision being world heritage site for achieving credibility from world community and boosting heritage. Very often, countries have achieved desired results and similarly very often UNESCO listing has not given desired effects to the economy. It is hence important to establish the vision, planning and in depth analysis of the site before appealing for the listing. Chiang Mai, in northern Thailand, is currently evaluating its claim for UNESCO World heritage site. This paper is a case study to understand the motivation of Chiang Mai to become a heritage site, evaluation of the current tourism trends and understanding the possible projected outcome. Chiang Mai's tourism has witnessed a growing trend due to medical tourism, geographical location bordering countries like Myanmar and Laos, distinctive heritage style and cuisine and the MICE Industry. Will a UNESCO listing support the city to further develop its economy?

The paper presented, would look at the best practices of places who are heritage sites, compare and analyze the positive trends in those cities post heritage site listing. We are also evaluating the need for preparedness of Chiang Mai for accommodating the increased tourist inflow and ensuring the engagement of the local community with the project. Detailed analysis to assess the value of the listing utilising destination framework has been done to highlight the measures, which should be taken for brand development.

SESSION 2:
VARIETIES OF TOURISM

6. Hug Chiang Mai: Building a Liveable City for Retirement Tourism

Team Members

Abdillah Bin Azizudin, Janice Jade V. Tan Canonigo, Juan Antonio E. Arcilla, Karn Tepvorachai & Kasumi Kikuchi

Abstract

Where do you see yourself 20 to 30 years from now?

This question has inspired us to look for opportunities that will make Chiang Mai a viable retirement tourist destination, given the growing trend of ageing populations in Thailand and many other parts of the world.

This paper provides a brief background on retirement tourism, ageing societies, and how these relate to other government initiatives. It will then explore the qualities that make Chiang Mai a viable retirement destination, and match these with the needs of the elderly. Chiang Mai's factor conditions, such as health care, infrastructure, climate, culture and immigration laws, are evaluated to establish Chiang Mai's competitive advantage. Finally, this paper will look at models and best practices worldwide that could be adopted in Chiang Mai.

We find that Chiang Mai has the potential to draw in more retirement tourists. With the right policy changes, it can enhance its retirement tourism industry, improve liveability within the city, and become a retirement destination of choice.

SESSION 2:
VARIETIES OF TOURISM

7. Chiang Mai as a Medical Tourism Destination: Potential, Prospects and Policy Issues

Team Members

Du Shuang, Lee Ko Yong, Ng Yuin-Lyn & Soo Chun Kit

Abstract

The medical tourism industry is booming globally. Thailand has a national strategy to promote medical tourism and has become a global leader, with it being an important driver for economic growth. Chiang Mai is identified as one of four key medical tourism destinations under Thailand's national strategy, but has yet to realize its full potential. This project reviews Chiang Mai's medical tourism landscape, analyses its potential, and designs a set of recommendations to promote the industry and to mitigate possible shortcomings. The project is structured as follows: 1) background and literature review; 2) SWOT analysis; 3) stakeholder analysis from the perspective of Chiang Mai Provincial Government; 4) comparative studies of Chiang Mai and three other medical tourism destinations in Asia (Bangkok, Penang, and Chennai) in terms of industry development and the implications for the healthcare system; and 5) policy recommendations. Chiang Mai has unique advantages that can bring value to the medical tourism industry. This project calls for the Government to be more proactively involved in coordinating the efforts across both tourism and healthcare sectors, put in place measures to mitigate potential problems, and explore new opportunities to meet changing demands.

SESSION 2:
VARIETIES OF TOURISM

8. Ecotourism in Chiang Mai: Promise or Peril?

Team Members

Vijaya Krishna, Li Chenlei, Nguyen Quy Tam,
Rajesh Rangarajan & Vo Thi Tu Oanh

Abstract

Ecotourism plays an important part in the Chiang Mai tourism industry and community-based ecotourism (CBET) has emerged as a successful model. This report aims to understand CBET by case study analysis exploring the success factors of this model, with special attention to how the idea of community-based development has embraced ecotourism. We refer to academic theories of ecotourism and community-based tourism to clarify the understanding and application of these concepts. The case study method is the main theme of this report, with Mae Kampong as the center of analysis. We also compare Mae Kampong with other successful examples of community-based ecotourism. Key informant interviews provided primary data, and research studies and government documents provided secondary data and literature. We clarify the various 'flavours' of ecotourism and offer recommendations for the provincial government on how to distinguish better and more sustainable models of eco tourism. We analyse the Mae Kampong experience from various perspectives and find it to be a genuine and valuable example of CBET with some weaknesses and challenges. The success factors for Mae Kampong are derived, and recommendations are offered for strengthening Mae Kampong. The report concludes by distilling lessons for the wider adoption of CBET within Chiang Mai province.

SESSION 3:
GOOD GOVERNANCE

9. Corruption-free: The Change of Chiang Mai

Team Members
Sandzhar Tazhibaev & Zhou Chiping

Abstract

The negative impact of corruption on socio-economic development has long been recognised. Being ranked by Transparency International, Thailand falls in the category of "serious corruption problem". Red tape, low risk of detection and punishment and influence of cultural factors all contribute to high corruption rates in Thailand. The Thai central government has made great efforts on combating corruption, including launching the "Active Citizen against Corruption" campaign, implementing the National Anti-corruption Strategy and reinforcing laws and regulations.

Chiang Mai provincial administrative organisation (PAO) showed strong political will in curbing corruption, and was rewarded National Anti-corruption Award last year. Nevertheless, based on our study, there is still room for further improvement in Chiang Mai.

The objective of this research is to analyse this complex corruption issue for the implementation of good governance practices in Chiang Mai and to develop policy recommendations, based on comparative studies of Singapore on national level and Donkaew subdistrict on local level as well as best practices of professional networks and international organisations. We have combined data obtained during study trip, public surveys and interviews with government officials at different levels, public policy experts, United Nations executives and academic experts.

The "3-P" approach (promotion, prevention and prosecution) was applied for analysis. Finally, recommendations to the PAO have been proposed, including establishing education programs for behavioural change, advocating best practices for improved efficiency in governance, and promoting collaboration between audit function and other anti-corruption agencies and non-government organizations. With such measures in place, we believe that Chiang Mai PAO will continue fighting against corruption successfully and establish a role model in Thailand.

SESSION 3:
GOOD GOVERNANCE

10. Don Kaew – Public Service with a Heart

Team Members

Gail Tan, Phaloeuk Kong, Lee Ghim Meng Renny, Samten Dhendup, Sean Tan & Atta Rita Felicia Foufouet.

Abstract

In a context where the world is emphasising good examples or models of good governance, we have chosen to highlight the good governance practices of Don Kaew, a subdistrict of the Chiang Mai province, in Thailand. Don Kaew has won many national awards which are testimonies of their good governance practices. These achievements are driven by Don Kaew's vision of building a district of happiness by promoting Physical health, Mental health, Social health and Spiritual health. Don Kaew provides a public service with a heart – because of their community centered policies.

This paper is a synopsis of Don Kaew performance in order to raise their profile to the international stage. It is divided into five sections. First, the paper provides a global definition of good governance practices applied by different international organisations as well as how good governance is translated in local Thai context. Second, it showcases best practices and key achievements related to good governance principles. Third, it exhibits a comparative analysis with other jurisdictions' governance practices and illustrates selected successful recipients of the public awards. Fourth, it examines and strengthens data management systems and performance framework to enhance Don Kaew good governance practices. Last but not least, the paper presents recommendations that Don Kaew may wish to consider adopting to promote their public service. These would also facilitate their application for future awards, including the United Nation Public Service Awards.

SESSION 3:
GOOD GOVERNANCE

11. Ending AIDS: The Case of Chiang Mai

Team Members
Dong Wei & Zhang Xiaoxiao

Abstract
The HIV/AIDS epidemic in Thailand was once out of control. In 1989, a national epidemic surveillance found 44% of female sex workers in Chiang Mai, the second largest city, were infected with HIV. During past decades, tremendous progress has been made by the Thai government and Chiang Mai municipality in addressing this top public health concern. However, challenges remain for the country to achieve its Zero AIDS target by 2030, namely zero new infection, zero discrimination and zero AIDS-related deaths. Chiang Mai has witnessed an increase of new infections in some key populations in recent years. The trend of decreasing international funding and ongoing decentralisation of Thailand's public health system have required Chiang Mai authority to further strengthen its leadership and locally tailored response to HIV/AIDS. This project aims to review the policies Thailand and Chiang Mai adopted in HIV/AIDS prevention, treatment and reduction of social stigma, and identify key lessons that China, a neighboring country also facing tremendous challenges in this field, could learn to improve its performance.

SESSION 4:
REMAINING CHALLENGES

12. Haze Control in Chiang Mai

Team Members

Du Yang, Low Juay Hong & Wang Wei

Abstract

Every year, during the drier months of February and April, a thick blanket of smoke covers northern Thailand. The smoke or haze, is the result of man's burning activities such as the forestland burning, slash-and-burn cultivation and agricultural waste burning. The choking haze from these burning activities cost Chiang Mai billions of baht in lost tourism revenue annually and also has a severe impact on public health. In this report, we attempted to identify the causes of the burning activities, analyse the involved stakeholders and evaluate the efforts by the government and the local community to tackle the haze issue. In addition, we also investigated the case studies of similar haze or smog causing activities in other countries, and how their government acted against it. Based on our studies above, a list of alternative policies were designed and evaluated, then a set of recommendations were drawn out for the policy makers' consideration.

SESSION 4:
REMAINING CHALLENGES

13. Thailand's Last Opium War: Governance and Illegality in a Highland Periphery

Team Members

Bobby Anderson, Samuel Woodcock & Tan Tian Yeow

Abstract

Thailand's opium poppy eradication policy is undoubtedly a success. Cultivation dropped from 100,000 to 1,500 hectares in 40 years, and has shifted almost entirely to Laos and Myanmar. One outlier exists: Chiang Mai's far southwestern district, Omkoi, where the majority of known opium cultivation in Thailand occurs. This remote district has the largest amount of hectares under cultivation, the highest volume of opium poppy seizures, and an increasing number of injecting addicts. The problem is not simply one of illegality, however: Omkoi is one of the last areas of Thailand where the state has yet to assert itself. 90% of the district is designated national forest land but a large ethnic Karen population lives there, in areas where there is limited or no access to schools, health centers, or roads; many Karen lack citizenship and land tenure, and so have little other option than to grow opium, which has a short growth cycle and a high rate of return. The problem the Thai state faces is not primarily a question of crime, but one of governance and multiple policy trade-offs, and the final extension of its presence and services into one of the last parts of the highlands that remains beyond its surveillance and coercion- the last step in a long process of highland assimilation that the lowland Thai state has engaged in for centuries.

SESSION 4:
REMAINING CHALLENGES

14. An Assessment of The Human Trafficking in The Area of Chiang Mai

Team Members

Jonathan Keller, Sainbayar Davaabat & Mudit Saxena

Abstract

As the northern gateway to the center and the south of Thailand, Chiang Mai plays a special role in networks of human trafficking within the country. Indeed, particularly vulnerable due to its proximity to the northern borders, the area of Chiang Mai faces large extent of statelessness and undocumented migrants, both a major catalyser of human trafficking. Persons are trafficked mostly for the sex industry, but also to other industries, such as fishing.

Numerous efforts have been made by local authorities and NGOs in the past, usually focused on after-care coordination. Yet, it seems that Chiang Mai still lacks a 360-degrees policy to handle the pressing issue.

Based on previous studies and reports, the paper utilises a research method to make use of conversations and interviews with involved individuals and stakeholders who span the social spectrum and establish causality between key policy variables and sustainability of problems.

This paper will claim that while re-balancing its effort towards the aspects of prevention and intervention, Chiang Mai authorities and NGOs may wish to redefine their lines of conduct against human trafficking, and to consider more comprehensive strategies to address the current situation. In that purpose, a re-conceptualisation of the phenomenon of Human Trafficking, especially drawing a clearer differentiation with the activities of the sex industries, seems to us a necessary stage.

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Wi-Fi network:
NUSOPEN

User id:
NUSV52166

Domain:
NUSEXT

Password:
Lkyspp!23

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A DBS Bank ATM is located at Block B, ground floor, next to the canteen.

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Please note that the NUS Campus is a smoke-free campus. Smoking is not allowed anywhere on NUS premises, even in open spaces.

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Police Emergency: 999
Police Hotline: 1800 225 0000
Emergency Ambulance: 995
Non-Emergency Ambulance (private): 177

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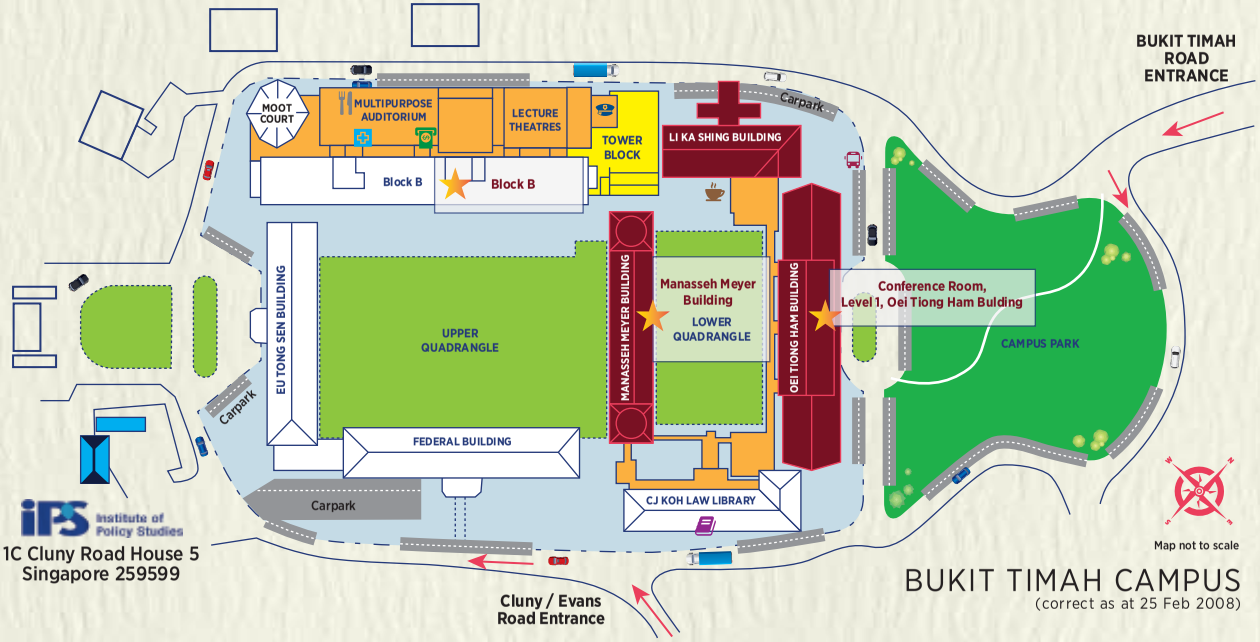

BUKIT TIMAH CAMPUS

(correct as at 25 Feb 2008)

LEGEND

- ATM
- Dining Hall / Food Kiosk
- Cafe
- Internal Shuttle Bus Stop
- Library
- Security Post
- Open-space Carpark
- Clinic / Wellness Centre

- Lee Kuan Yew School of Public Policy (LKYSPP)
- Institute of Policy Studies (IPS)

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