

**URBAN DEVELOPMENT TOWARDS SUSTAINABLE CITIES
AND HOUSING FOR THE URBAN POOR
IN THAILAND**

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URBAN DEVELOPMENT TOWARDS SUSTAINABLE CITIES AND HOUSING FOR THE URBAN POOR IN THAILAND

Session 1 : Urban Development towards Sustainable Cities

1. Introduction

Thailand is a country that is currently undergoing rapid urbanization. Based on the population registration data from Department of Provincial Administration in 2001, Thailand had a population of 62 million people at the time and 28 percent of that total population lived in urban areas, compared to the year 2005 with urban population up to 29 percent. It is anticipated that by the year 2025 Thailand will possess a population of 72 million people and of which 50 percent will live in urban areas, and Bangkok will possess 50 percent of the entire total urban population.

The distribution of the urban population in Thailand is mainly focusing in Bangkok Metropolitan Area and Vicinities. This specific area had accounted for 42 percent of the total urban population in 2005 and Bangkok had possessed the share of 32 percent of them. Due to the fact that Bangkok is an only city, which has the size of population beyond 6,000,000, therefore; the size of population is 20 times more than its second largest city, Nonthaburi. Within the top 10 largest city in Thailand most cities have population ranging from 100,000 – 300,000 inhabitants and settled along the Bangkok's vicinities and in the major regional growth centers. It is noted that 76 percent of cities in Thailand has a smaller size population that is under 10,000.

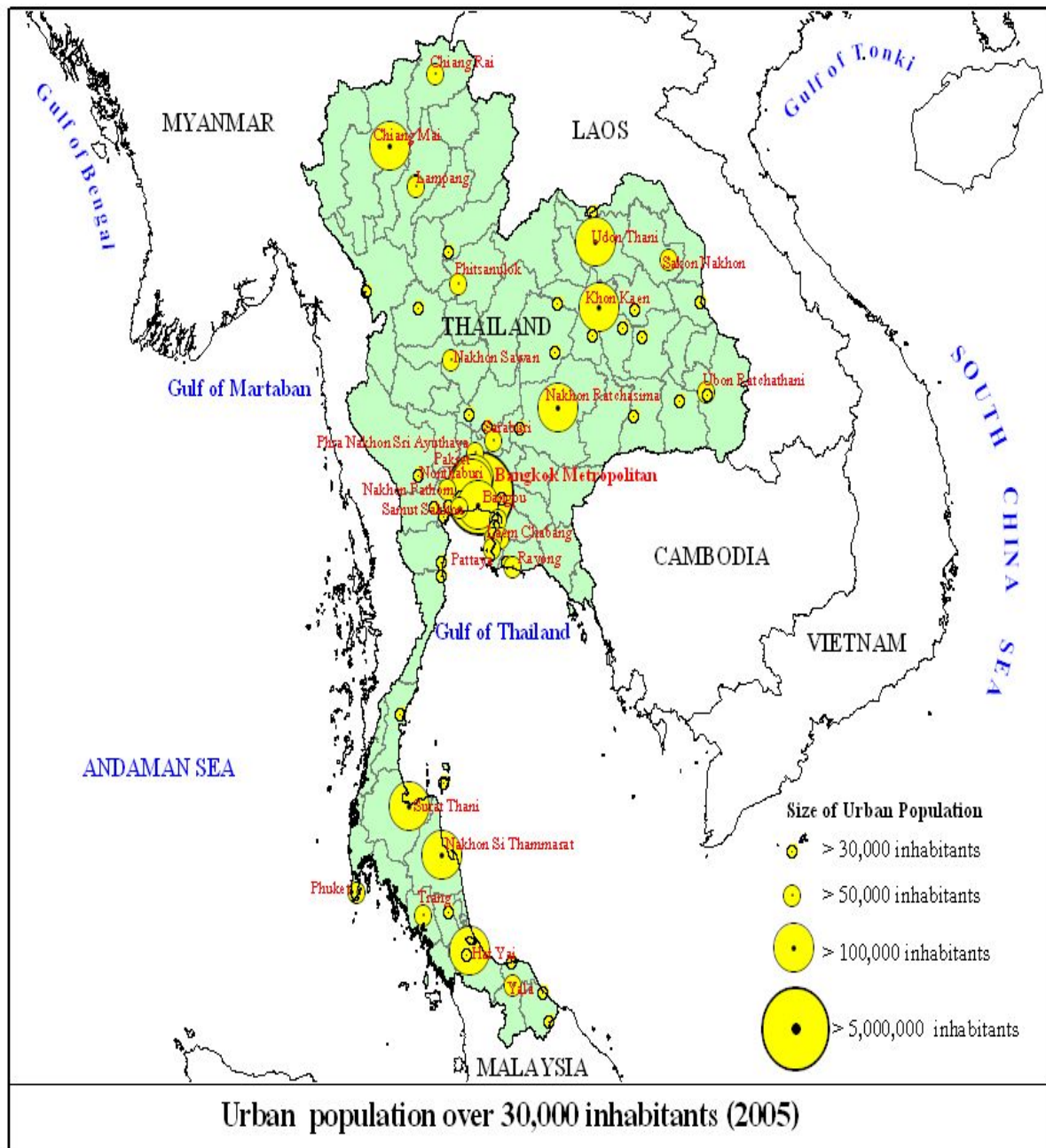
As a result of rapid and imbalance of urbanization, Thailand has encountered many problems. Such problems include traffic congestion, insufficient of facility and utility, social and housing problems and environmental pollution. Furthermore, the country inevitably faces the problem of disparity between urban and local area, rapid deterioration of nature and natural disasters.

In the past, the local administration of the country was comprised of 149 municipalities, 980 sanitary districts and 2 special types of administration namely; the Bangkok Metropolitan Area and Pattaya City. Due to the government's policy of decentralization, a new constitution has been enforced in late 1997. In 1999, the local authorities have increased rapidly in numbers, with a total of 1,154 municipalities (since the sanitary districts were upgraded to become the municipalities) and 6,746 sub-districts administrative organizations. These local authorities are designated to formulate a development plan for their areas as well.

2. Paradigm Shift in Urban Development of Thailand

Urban Development in Thailand is facing problems which are in common with many other countries. Problems such as high migration rate from local to urban areas have caused the urban community to expand rapidly with overcrowding population, which becomes more difficult to be monitored. This seriously affects the management of public services, resulting in services not being delivered on time. This is the trigger of the environmental crisis.

Management for these existing problems has neither completed formula nor fixed regulation. Many countries have different and various management methods depending on each country's situation and experience. For Thailand, in the past, it has been found that the evolution of urban development has very much related to the development of the Local Government. Before the year 1994, the system development of Thailand had a higher form of centralization. The income of the Local Government Organization accounted for only 5-7 % of the government income. So, the Local Government Organization played less role in development. The implementation of the Development Project, with the local government as the core organizer, had to take support and subsidy from the central government continuously.



The centralization of development as mentioned earlier was successful in terms of the per capita income expansion, the production expansion and the investment including the high increasing of the employment. However it was found that such centralization of development has caused severe problems in decentralization progress through the natural resources recession. This development outcome has come from the power centralization at the central, which made the unity of the policy and the command but was lacking in the active adjustment for the economic and social change and in the conducting tool for using the natural resources efficiently. Such status has created the current thought of decentralization to the local among the people, academics, NGOs and in the government mechanism.

In the year 1994, the Cabinet approved the local income improvement in total of 9 measures by amendment 40 laws concerned. This approval affected to the unlimited basic income of the local under the law. Besides this, the government announced the Act of the Tambon Council and Tambon Administration Organization in 1994 and the Act of Provincial Administration Organization in 1997 which resulted in the Local Government Organization. At the same time, there were changes in the structure of the Political and Administration Development which resulted in the decentralization of development to the local area. That was the process on setting the Constitution of the Kingdom of Thailand in 1997 which gave the opportunity to people in every part of the country to participate through brainstorming and doing together systematically.

After the declaration of the Constitution of the Kingdom of Thailand in the year 1997, and until the year 2005, the government has transferred the mandate to local government authority about 180 activities from the target of transferring 245 activities. This process has resulted in the increase of income for the local which accounted to 20.92% of the total government income in the year 2001 and increasing to 23.5% in the year 2005. There was the transfer of manpower: 3,966 staffs to the local, and the Early Retire Programme and the restructure of the central government. The outcome from the implementation has adjusted central government to be smaller and to focus mainly on the national mandate. The local government has more roles on the development covering the services concerning the quality of life and the way of living of the people in the local, and at the same time, provided opportunities to the people to participate more in their own local development.

Thailand's Constitution of 1997 has designated the local government administration organization or local authority to design and can have its own policy on the governing, the administration, the human resource administration, budget and finance and to have its own power and functions. According to Agenda 21, Land use planning is considered to be a tool for sustainable development and safe settlement in terms of preventing the settlement from natural and man-made disasters. Currently, even urban landuse planning is the responsibility of Department of Town and Planning (DPT), Ministry of Interior which is stipulated by Town and Country Planning Act of 1992, the task has been delegated to local authorities, according to the decentralization policy as designated in the new Constitution.

The government has realized the necessity of urban sustainable development in accordance with enhancement the capacity of the cities and small towns. In 2004 the Ministerial Cabinet had a resolution on formulating National and Regional Physical Plan, in order to prepare policy guideline for future landuse, urban roles and functions, urban local linkages and regional transportation network. The main objectives are to create regional balancing, sustainable development and made all the cities and local livable. However in the period of the missions transferring from the government to the local which has not yet completed, there has been problems in the organization restructure, the amendment of the law and many regulations which need to be adjusted throughout the system, including building capacity, knowledge, new understanding to the manpower both in the central and in the local. So, there has been concerning voices from time to time about the unreadiness to decentralize power to the local government, particularly the problem of the personal, of the capacity of the local authority which has to carry the transference burden.

The operation phase during the period of transference of the decentralization to the local, the law concerned has opened the local to contract out the experts to assist in the development operation, especially on the urban planning and development management. This helps decrease any pressure from the problems of local manpower capacity in this phase. And if considering on gaining advantage of the decentralization to the local, it has been found that the imminent requirement is to give a chance to people to participate more in their own local development. This issue is the most important experience which will be chosen to be the implementation example to mention under the implementation on "Development Project of Healthy City, Healthy Community."

3. The Implementation Initiative in Thailand.

The first development on Healthy City, Healthy Community in Thailand took place in the year 1994 by the Department of Health, Ministry of Public Health which derived the initiative of Regional European World Health Office in 1986 to implement the "Healthy City " in five pilot cities ; i.e Bangkok, Nakornrajsima, Payau, Yala and Panusnikom with the aim to let the Administration of the Local Government and the Highest Administration of the Regional Government to be the leader in the development network building together with the communities in each city. Some city uses the strength and the roles of the Local Leader to stimulate the other partners, some tries to strengthen their communities first and when the city becomes stronger, it can take on sustainable development for its own communities.

In the year 2000, the Office of National Resources and Environmental Policy and Planning and the Department of Environmental Quality Promotion has received supports from the Swedish International Development Agency (SIDA) to implement the Thai – Sweden Cooperation under Local Action Plan for Sustainable Development in the 21st Century which resulted to the Resolution from UN Summit on Environment and Development in Rio De Janero, Brazil in 1992. Two pilot projects have been designated in Trang Municipality and Nakornratchasima Municipality which was later on, extended to Lampoon Municipality. The pilot projects focus on supporting the local communities to learn how to assess prepare their own environmental status, to campaign the awareness on natural resources conservation and the environment, and to support people's participation on maintenance and use of the natural resources.

4. Support from the Policy Level

The 8th National Economic and Social Development Plan (1997 – 2001), created with the participation of many Thai sectors all over the country, reflected the need of Thai people concerning the Thai society image that they expected to have in the future. The Plan stated "....the natural resources and environment should have been protected and managed properly, efficiently to form the basic of the sustainable development of the next generation. Thai people would have better quality of life, have good habitable city and good habitable community with security and safety, and to be the pride of all Thai nation"

The 8th Development Plan also provided implementation guidelines for many sectors to strengthen community, emphasize people's participation in their own community development, emphasize the development with focus on balance of the economy, the society and the environment as well as people happiness as the intended outcome and the main target. This is a clear national policy, acting as the main support for the expansion on larger scale of the current development on "Healthy City, Healthy Community" and more dimensions.

During the operation of the 9th National Economic and Social Development Plan, people all over the country gained more knowledge and has been on the first step of the implementation on "Healthy City, Healthy Community" development. The people have been active and reflecting their needs to operate a variety of the "Healthy City, Healthy Community". We can see from the brainstorming of more than 100 vision stage and the 9th Development Plan which has been set up in the provincial level, molecule level and national level. There have been more than 20,000 people from many sectors participating and they have reflected the their thinking and their need in the same direction to get the development on good habitat city, Healthy Community. The target of 9th Development Plan (2002-2006) therefore is to improve the quality of life, or in other words ".....to increase the strength of the community and the society by using the process of strong communities to motivate and to create the participation on Good Habitat City development, Healthy Community development, including the adjustment of the management system of natural resources and environment to be more efficient and with the participation of the people ... "

5. Supporting Machanism for the Implementation

Realizing the importance of the development of Healthy City and Healthy Community, the Government has assigned the Office of National Economic and Social Development Board, and its Sub-Committee for the Urban Sustainable Development Coordination, to be the coordinator. The

National Economic and Social Development Board, having the functions to consider and suggest on the strategy, plans the implementation guidelines on development work, including monitoring and evaluation, and coordinates supports by other partners taking part in the development of the Healthy City, Healthy Community.

6. Turning Ideas into Action to achieve Sustainable Cities (Healthy City, Healthy Community)

6.1 Implementation of the Central Office under the State, Mandates

Most of the government offices under many Ministries implementing the Healthy city, Healthy community development focus on the roles, mandates of the organizations by creating clear, innovative activities, following the implementation guidelines as follows :

Ministry of Public Health starting from the Department of Health who brings the idea of “Healthy Cities” to implement the Project of Healthy City, and later on to expand the idea to other areas such as the development on environmental health, the development on bio-health, the project on the good habitat office, good working environment, the project on the fresh market, the development of community environmental health, and the process of health promotion, etc. At present is the on-going project is to bring the target “Healthy Thailand” from the working level to be the national policy work.

Ministry of Natural Resources and Environment by the Office of Natural Resources and Environmental Policy and Planning and the Department of Environmental Quality Promotion play the important roles of strengthening the local capacity for the natural resources and environmental management under Local Agenda 21

Ministry of Interior implements the policy of “Healthy City, Merit Administration” through the 7 frameworks, which are: 1) physical sector on urban planning, land use and infrastructure planning, land ownership and a title deed issued, 2) poverty relieving (poor registration, village development fund and household saving), 3) environmental issues, 4) political matters, 5) government, administrative sector and merit admiration, 6) peaceful and gentle sector, security of life and property, 7) disaster mitigation. These frameworks are implemented by the relevant departments such as the Department of Local Administration, Community Development Department, Department of Public Works and Town and country Planning, Department of Lands, Department of Disaster Prevention and Mitigation. The Ministry also supports the Governor to work with other government agencies in the area toward the same direction which is to make the city a Healthy City.

League of Municipality Association of Thailand campaigns continuously for the implementation of development on Healthy City through works such as seminar on the Healthy City, Cooperation on the Local Government of Healthy City, Training for the Local Government to be the Sustainable Healthy City.

National Housing Authority (NHA) and the Community Organizations Development Institute (CODI) has cooperated in implementing housing development and improving the environmental of the urban poor communities in 2 pilot cities under the process of the community organizations, local authority and people in the community to cooperate and together participate in the implementation.

Community Organizations Development Institute (CODI) (Public Organization) has implemented continuously the Project of Healthy City, Healthy Community together with partners in both government sector and private sector. For instance, CODI coordinates with the National Housing Authority in the Healthy City project, coordinates with the Chumchon Thai Foundation to implement the Project to support the roles of community architects to work with the people in designing the community site-planning or layout and to implement the Project on Community Operation and Healthy City. Besides this, CODI has implemented the Baan Mankong or the Secure Housing in order to solve the problems on Housing and Tenure Security for the urban poor, the slum and squatters, at city-wide scale.

Bangkok Metropolitan Administration (BMA) Bangkok, the Capital of Thailand, is the center in economic, social, political and cultural aspects and it is the only city in Thailand which has a special administration system : the Governor of Bangkok is elected by popular vote ; the city has its own revenue and budget for the administration. Bangkok covers the area of 1,568.737 square kilometers , have 2,020,019 households.

The population of Bangkok is now close to 7 million by registered record or about 10 million of daytime population who commute from vicinity and nearby provinces. This highly populated city is currently faced with some unavoidable urban pollution problems in addition to traffic congestion problem like any other large cities. Bangkok Metropolitan Administration has realized the importance of solving these problems and tried to improve the people's quality of life together with the environmental development by creating the Bangkok Development Plan as the principle for the city development.

The presently used plan is the BMA's Public Administration Plan which is effective between the year 2005-2008. The main **vision** of this plan is that **Bangkok Metropolis is a livable city with strong communities, warm families, good governance and participation from all social sectors**. To make the BMA's Public Administration Plan conform to the national development guideline as well as the BMA's long-term development direction in response to other surrounding changes. BMA's administration plan included the following information as the main input.

To fulfill the development of the Bangkok City to be a livable city as specified as the above mentioned vision, 9 main strategies is developed as follows :

1. Solving and alleviating traffic problems via alternative transport and intelligent traffic system
2. Environmental management and energy conservation
3. Safety enhancement public disaster mitigation
4. Creating standard quality of education and learning opportunities for people of all ages
5. Aggressive promotion of life quality including art and culture awareness
6. Reinforcement of urban economy as well as art and cultural conservation tourism
7. City planning and development for the purposes of the pleasant and sustainable living
8. Urban management and administration based on good governance
9. Enhancement of urban administration efficiency through information technology system

6.2 Other Supported Agencies

NGOs, Organization and agencies which support the implementation of the development of Healthy City, Healthy Community have the implementation work both under the type of Research Study Project, the cooperation extension among many agencies and the community organizations and the formation of the pilot project in many areas where many organizations play important roles, for instance:

Thai Environment Institute supports the development on Healthy City, Healthy Community through research, study and supports the cooperation with other agencies such as Project on Energy and Environmental Management Promotion at the local government level upon the ISO 14001, Project on Bangkok : Green City and Pilot Project on the Administration Management of the Natural Resources and Environment of the Local Government Organizations.

Local Community Development Institute has implemented the Research Study Operation, Knowledge Development and the proposal at the policy level which has emphasized potentials of initiatives and ideas of the local community under the participation process.

The Chumchon Thai Foundation has supported the strengthening of the urban poor and local poor by coordinating with partners both in the country and outside the country to improve the living of the urban poor and local poor, including producing many media materials to support the community development.

6.3 Area-based Operational Networks

The Motivation of the Healthy City, Healthy Community is based on the thinking and implementing of the people in the community, social public sector and the local government organization to create the learning process and create the network operation at the area level such as

Network under the Project on Community Operation and Healthy City, consisting of the Community Organization Development Institute, Chumchonhai Foundation and 4 regions Community Organization Network, has received the support from the Office of the Support Fund for Strengthening Health to implement in 31 cities under the development idea to make the community and the local government organization to be the initiator and implementator of the process by using the basic data and the local community needs to be the principle guideline.

Network under the Project on Research Programme and Public Life Development – Good Habitat Local Area, in which the Local Community Development Institute cooperates with partner organizations and social public sector, have received the support from the Office of the Support Fund for Strengthening Health to work under the concept that development and strong public life will result from the condition and the factor of the social process. Such development will lead to the Healthy City, Healthy Community sustainability. So, this research and development project in the target area in 35 provinces, has focus on the development of knowledge, idea, theory and process operation in 5 provinces (Lampang, Nakhonsawan, Samutsongkram, Ubon Rajtanee, Trang) and the process motivation of the social public sector on healthy status issues in 30 provinces.

Local Government Organization Network especially the local administration, has developed during the 5-year period of the ninth Development Plan by using the process of the community and many sectors participation in the operation. The target is to focus on the city and community development to make them to be the good habitat places addressing different issues, interests and needs of the people in the area. However, the progress and the concentration of the implementation depends on the system of the administration management methods and the vision of the local administrator.

The above-mentioned development work reflects various types of existing Healthy City process. There is policy from central offices channel directly to communities. And also, closely with communities including work from learning process of actual operation at grassroot level under participation from other networks.

Various types of activities motivation create comments and suggestions which have some significant to learning, implementing and transferring of lessons learned to concerned people. It benefited development movement of Healthy City and Healthy Community, to synthesize to the same direction. And these issues linked to the initiative of coordination project to mobilize the policy of Healthy City and Healthy Community in 2003 which was conducted by all partners.

7. Project on the Linkage Coordination for Motivation on Healthy City, Healthy Community.

The implementation of the Project on the Linkage Coordination for Motivation on Healthy City, Healthy Community is the outcome of the workshop “Community Power Local Power and Healthy City Power” during September 14-15, 2003 at the Prince Palace Hotel, Mahanak, Bangkok. The workshop came to the conclusion that the motivation guidelines of the Healthy City, Healthy Community should add more implementation work on 4 issues which are

- 1.) Development Indicator of the Healthy City, Good Community City
- 2.) Strengthen the process to coordinate the local level participation
- 3.) Knowledge management
- 4.) Push the public policy which community can implement by itself.

From the conclusion, NESDB by the Sub Committee for the Urban Sustainable Development Coordination : Healthy City has cooperated with the Pattanathai Foundation, Local Community Development Institute, Chumchonhai Foundation, the Office of the Support Fund for Strengthening Health and the League of Partner Organizations, to implement the Project on the Linkage Coordination for Motivation on Healthy City, Healthy Community in 2 main parts as follows :

First Part is to set up the Platform for Healthy City, Healthy Community Network for the knowledge exchange and coordination linkage between the League Partners Network for Healthy City, Healthy Community Motivation. In the passing year B.E.2004 there were the setting of the platform for Habitat City, Healthy Community Network comprising of 3 phases

First Network Platform “Excess Garbage in the Cities: Problems which everyone causes, everyone solves”, on April 1, B.E.2004, concluded that the garbage problem was the big problem of every cities, every sector had to take part to solve, especially the communities should be more involved. But from the past, this problem had not been solved seriously. There had been many methods considered such as using the landfill method, the incinerator or making the stuffed bar garbage which was high-cost, or giving the priority to the garbage decreased which requires the community participation to be the key factor. Besides this, there had been the problems of providing garbage land, or disrespectfulness of the law. These main problems were the management problems which need to be cleared, the cycle innovation process be implemented from the start to the end, and the mechanism and the implementation be coordinated continuously. The importance is the access to the information and knowledge for the people, which will contribute to the development of garbage management solution effectively from the beginning to the end.

Second Network Platform on “Renovation on the Old City Way of Life” was held on June 11, B.E.2004, discussing that “The Old City is Lively” was the valuable cultural heritage that could be touched or couldn’t be touched, have the deep meaning, have much connected and complicated dimension, have the function to succeed and connect the period of the past with the present and the future. The conservation and renovation have to accept the biodiversity along the way of life and the cultural characteristic of each local area by considering to cover every dimension, to build the partners participation process, and to have a national strategy. The Office of Natural Resources and Environmental Policy and Planning has drafted that strategy with the participation of the partners from every sectors in order to submit to the Committee on Conservation and Development of Pattanakasin City and old cities for the Cabinet’s approval.

Third Network Platform on “Public Space Development was held on December 17, B.E.2004, concluding that the public space is a cultural aspect that includes both local and western ideas. Therefore a public space has to be in a suitable place. Public space development has to come from the participated decision of every sector. People’s participation is as important as the public participation. It’s time for the social public sector to come into the development process. The powerful development from the top to the bottom makes the dimension for the culture. The local characteristic has disappeared a lot. It must have the idea connection, emphasizing on society, culture, health and economy as the one dimension.

Second Part is to develop the indicator for Healthy City, Healthy Community comprising of the indicators of 4 dimensions, 37 indicators that are

- 1.) Safety City Dimension 6 indicators
- 2.) Healthy City Dimension 8 indicators Quality of Life City Dimension 9 indicators
- 3.) Globalization City Dimension 9 indicators and
- 4.) Cultural City Dimension 5 indicators

These indicators, after having been considered together about the suitability at the area level, have been taken to use for data collection in the area. In the year B.E.2004, they have already been implemented in 226 local governments, divided to pilot areas in 7 cities. Other areas are covered by the development partners. Thus, the target for the implementation expansion to cover 50 % of the total local government within the year B.E.2006 has been set up. The data from this collecting research will be beneficial to the local community and many partners who will work together to solve problems, and to develop their community in accordance with their condition and the need of the people.

8. Setting the Network Platform to Summarize the lesson on the Healthy City Development at the regional level which had set twice in the Central region and the Southern Region.

First was the Platform to summarize the lesson learnt from the Healthy City Development, Healthy City in the central region which was held during September 4-5, B.E.2004 at Supanburi Province. The key point from the discussion was the motivation on Healthy City, Healthy Community

at present, there have been the implementations from many agencies, many partners under their own obligations with the aim to create the participation innovation at the area level such as the implementation of the government agencies, the implementation of the NGOs and many partners in the form of Pilot Projects, and the implementation of the local government under their own roles and function. The lessons are drawn from these implementations in many cities and communities.

These implementations depend on the process, vision and strategy of each agency and also the consideration of the local context. If the vision process and the using strategy is not in line with the local context, the operation can't be transformed into reality. It has to be revised, adjusted by using both the government sector and private sector to coordinate with the community to support the motivation. Between working partners there should be guidelines for work cooperation, including building the capacity to manage the development together, having the innovation at the area level, the provincial level and the local level together, and work knowledge should be shared continuously.

Second was the Platform to summarize lesson learnt on the Healthy City Development, Healthy City in the South was held during September 24-25, B.E.2004 at Songkla Province. The key point of the discussion was the implementation on the Healthy City, Healthy Community with the local people as the center, the community as the base, the government agencies and the private sector agencies as supporters of the budget, manpower and knowledge.

9. Summarization of Lesson learned from the implementation on Healthy City, Healthy Community

From the progress of the implementation on Healthy City, Healthy Community by many partners under the Project on the Linkage Coordination for Motivation on Healthy City, Healthy Community from the past year, the lessons may be drawn for the next period as follows :

9.1 Synthesis lesson learnt from the management of the 3-platforms on Healthy City : Healthy Community

Activities motivation of the Healthy City, Healthy Community has many levels from the individual level to the public level of the city and community. At the individual level each person, family has some role in causing the problems, for instance the case of garbage management. It can be found that even a lot has been invested in getting rid of the garbage such as the use of technology such as landfill, the incinerator etc. but problems have not been solved. It is because the garbage quantity per person has been increased. So, we should solve the problem at the beginning cause by raising the awareness, the cooperation at the family, the community level who discharge the garbage. The family and the community should have awareness and participate in the management, such as separating garbage, decreasing garbage, transforming the garbage to be beneficial etc. Management in this case and other similar cases depends on the family, the community to be the core and the government sectors and the local government organization as the supporters.

Activities which are individual and the public issues such as the case of renovation on the old city way of life will be found concerning the way of life and cultural heritage of the community in the administration management. Besides the cooperation of the people in the community, we need to rely on knowledge, data, information which must depend on the city plan mechanism for the old city conservation and must have the fund to support the implementation. For the management in this case and other similar the participation of the government sector is very important, and of community participate for their own development interest as the development partner.

Activities which are the public issues such as the case of public space. The main factor of the success is the policy of using the land of the owner agencies where the owners agree to use the land for the public benefits of the community. As the same time, the knowledge of architecture is required to design a suitable public space. This case and other similar cases need the management policy of the agencies to be the leader under the participation of the people sector.

9.2 Synthesis lesson learnt from the area level at the regional Workshop and setting the Public Forum on the Indicator

1.) Knowledge Building and Management

Implementation on Healthy City, Healthy Community has to start from knowledge - building by the participation process of every sectors in order to transform the sense and the idea of individual person, to create the respect of the right and the duty of being together, to think of the benefits of all over individual's benefit, knowledge building and to implement it in various forms such as to support the experience exchange, to get different ideas from communities, to promote the training concerning the Healthy City development by process, to have systematic data collection so that it can bring the knowledge to the public. In addition, it is important to implement the Healthy Community plan which has received the cooperation from every members of the community with the government sector and many agencies as supporters.

2.) Network Building

Motivation on Healthy City, Healthy Community has 3 levels for instance at community level the community call for everyone's participation to solve the problems in their community. The community can operate itself. The network level, comprising of many communities, has the same target such as Protection the Benefits of the Community. And the city level, comprising of many networks, in order to coordinate together has to depend on the cooperation among the community, groups and different agencies.

3.) Support Mechanism of the Partners' Work

Through the establishment of a Central Cooperation Center to motivate Healthy City, Healthy Community in the area and at the regional level. This center will have the function to coordinate any agencies, organizations which operate the Healthy City, to stimulate the Healthy City network including setting the stage to exchange the experience and publicize the successful example.

4.) Cooperation and Partnership

The key for the Healthy City to reach the target comprises of 3 main parts, for instance people sector is the main principle to the implementation which has to promote public awareness, to work closely with local communities and to take responsibility together. As the same time, the local organization sector has to use the policy which is generous to the society and public, to give the opportunity to people to take part in every implementation work and steps. And lastly, the policy sector needs to increase more capacity transfer to the local so that it can operate itself.

5.) Use of Indicators as the tool for administration and management to lead to the Healthy City, the Healthy Community.

From the indicator under the Project on the Linkage Coordination for Motivation on Healthy City, Healthy Community and the public stage for brainstorming on the use of the indicator to be the tool for administration management, it has been found that the area level needs to have their own indicator and should use such indicator to analyze the cause of the problem, the conduction for the development guidelines including the monitoring and evaluation. Such indicators ought to be conducted under the process of the participation of every regional sectors in the area.

10. Conclusion

Paradigm shift in urban development of Thailand from centralization to decentralization. Is remarkable. The key issue is people participated in their local development. The development project of "Healthy City and Healthy Community" demonstrate a new model in urban development which can mobilized coordination from partners of all sectors to work together powerfully. Moreover, those individual actors, even though they are from community level, they have a chance to share exchange and learn from exchanging platform.. Thus, they can get information, know all aspects involve and perceive of working with "Public Issues" which links to the national policy. These reflect appropriately with the phrase "Think Globally Act Locally".

Session 2 : Achieving The MDGs :

Slum Upgrading and Affordable Housing

1. The Thai Government Policy

In January 2003, the Thai government announced two housing programmes for the urban poor that seek to reach one million poor households within five years. The first is the “supply driven” the ***Baan Eur Ah-Torn*** (**‘we care’**) programme through which the National Housing Authority designs, constructs and sells ready-to-occupy flats and houses at subsidized rates to lower income households who can afford ‘rent-to-own’ payments of US\$25-37 per month. The second is the “demand driven” the ***Baan Mankong*** (**‘secure housing’**) programme which channels government funds in the form of infrastructure subsidies and housing loans direct to poor communities who plan and carry out improvements to their housing environment and basic services. This is implemented by the Community Organizations Development Institute (CODI).

2. The Baan Eur Arthorn or We Care Housing: ***Affordable Housing by The National Housing Authority of Thailand***

Introduction

The National Housing Authority of Thailand¹ implements this urban housing solution, called “We Care Housing,” in more than two hundred locations nation-wide. The program is innovative in a number of areas that are the focus of this World Urban Forum. The We Care Housing Program aims at solving a number of urban problems at the same time: 1). provide housing for those with low incomes, 2). provide secure land tenure, 3). provide easier credit and reduced up front requirements, 4). reduce costs of urban waste water management, 5). support urban community development, 6). support small businesses in urban communities, and 7). implement training for urban residents of NHA's We Care Housing Communities.

The Program offers two types of dwellings. One dwelling is a Detached House on 80 square meters of owner-occupied land. The dwelling is two stories and contains two bed rooms, living room, kitchen, and a toilet. The plot is fully serviced with utilities, frontal paved road, street lighting, sewage treatment, and community services and community organization.

The other dwelling type is a condominium unit consisting of about 33 square meters of floor space per unit. These units located in medium-rise buildings are a mix of studios and one bedroom units. These units sit on serviced land, include community facilities, and good road access.

We Care Housing, Urban Growth, and the Urban Environment

The We Care Housing Program targets those households with monthly incomes less than \$ 438 USD per month. This very ambitious programs aims to construct 600,000 units by the end of 2007. The Central Government provides a \$ 2000 USD subsidy for each unit.

The sale price of this unit is \$ 9,750 USD inclusive of the above dwelling, land, and infrastructure on the plot and includes the \$2000 USD subsidy. Infrastructure external to each individual plot and accompanies each plot is included in the overall costs of the project and therefore, the costs of each unit.

The initial monthly payments on the loan start at \$37.50 USD per month and run about 10 to 15 percent of monthly income. Statistics from the National Statistical Office indicate this is a typical shelter only payment percentage.

¹The National Housing Authority, established in 1972, has promoted various housing programs to improved living conditions over the past 33 years. It is a government enterprise.

Since many households with lower monthly incomes also run small businesses, the additional space on the ground floor facilitates storage of supplies, equipment, and vehicles.

The Condominium units sell for \$438 USD. These units are in five story high blocks of about 45 units per block. To reduce costs, the condos are designed as five story walk-up units. The National Housing Authority has used this type of unit successfully over the past 30 years.

Both types of projects are located in various parts of the Bangkok Metropolitan Area and other urban centers throughout the country. To some extent the selection of the specific type depends upon the underlying costs of the land and the size of the parcel. There are more than 10 urban centers in Thailand with populations exceeding 1 million dwellers.

Their implementation supports urban growth by providing secure land tenure, improved housing, reduced costs of living for the owners, improved small business opportunities and reduced urban environmental pollution.

We Care Housing, Its Partnerships, and Financing

No minimum down payment is required. The National Housing Authority guarantees payment for the first five years. The infrastructure is subsidized. Loan interest rates are below market. The dwellings themselves are partially pre-fabricated. The goal is to make purchasing a home easy and to provide land ownership to those wishing to own their homes.

NHA provides project management for each project. NHA evaluates project proposals from developers, coordinates with relevant government agencies, and solves problems as they arise during the execution of each project.

NHA established six Land Selection Committees responsible for selection of land and identifying supportive relationships with public and private organizations. These NHA Committees present selected sites to the NHA Board for approval.

To make this type of project successful, NHA must partnership with developers, lenders, dwellers, and government infrastructure agencies. Developers actually construct the projects under a contract with NHA. Banks as home mortgage lenders must provide the mortgage financing for those households wishing to finance their We Care dwelling. NHA must be able to organize dwellers and dwellers must be willing to participate in order for dwellers to assist in maintaining the projects. NHA has previous experience assisting dwellers in its previous community upgrading, sites and services, and medium-rise projects.

Financing somewhat complicated but shared risk method that can be summarized as lease to purchase arrangement with a lease default guarantee, adjustable term mortgage, and stepped payback increments. The Central Government provides funding for the subsidy as well as funds for NHA to deal with potential defaults during the first five years of each project. NHA guarantees repayment of the loan to the bank during the first five years of the loan. The buyer provides an initial application of interest. NHA selects buyers for the various projects and the purchaser signs a contract with NHA. The buyer must submit required documents to the financial institutions for mortgage approval.

NHA provides financial management for the projects via a financial management system being developed. It also coordinates with financial institutions to mobilize funds to finance construction and to support funding support for the loans during the thirty years of the loan agreements.

NHA also provides sales management for the projects. After selection of the sites, NHA offers a pre-sale registration to determine interest of potential buyers before construction starts. At present, NHA expects the pre-sale registration to be at least two times the number of proposed units in each project. Once completed, NHA opens sales for the project, organizes the whole process, and completes sales of the units. Collective infrastructure management consists of NHA handing over to the municipal infrastructure agencies who maintain electricity, water, sewage, and roads. NHA formulates a specific "hand-over" plan for each project.

Community management relies on the establishment of co-operatives with local resident management committees along with direct social integration support over the first five years by NHA and its ministry the Ministry of Social Development and Human Security.

Total investment by NHA is expected to be about \$ 1.6 billion USD. The Central Government will provide construction finance at 5% per year, will require financial institutions to support NHA's target group with low interest loans for 5 to 7% adjusted every 3 to 5 years, and support the Government Housing Bank to make available \$ 7.5 million USD. Construction Targets during the five years of the program are 600,000 units from 2004 – 2009. It is expected that NHA should meet its targets at the end of 2009.

NHA's project costs, design, and on-site inspection are seven percent of construction costs. Community management are estimate at \$ 250 USD to \$375 USD per unit for the first five years.

We Care Housing, Social Inclusion, and Social Cohesion

Since many households with lower monthly incomes also run small businesses, the additional space on the ground floor facilitates storage of supplies, equipment, and vehicles. The plot and dwelling design reduces costs of operating a small business.

To enhance Social Inclusion as well as assist persons with disabilities, NHA promotes its projects to persons with disabilities. Each project promotes Social Inclusion and Cohesion by involving local residents in the management of their living environment. The setup and management of community organization will be a major factor in developing inclusion and cohesion. When the projects are handed over to the municipal authorities, it will signal that these special projects are just another urban village project like most Thai urban housing.

Finally, community facilities in terms of daycare, community meeting rooms, small stores or mini-marts, playgrounds, gardening areas, job training classes, and other programs and services will demonstrate to project residents a commitment on the part of the government to assist dwellers and provide a good living environment.

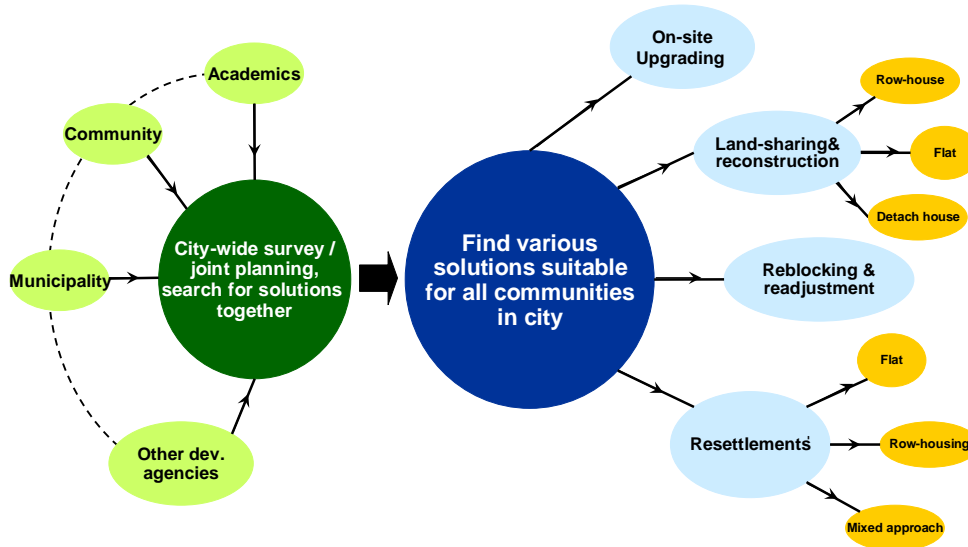
3. The Baan Mankong or Secure Housing :

The national programme for upgrading and secure tenure for the urban poor, slums and squatters, in Thailand's cities

Introduction

Baan Mankong is set up to support processes designed and managed by low-income households and their community organizations and networks. Communities and their networks work with local governments, government agencies, professionals, universities and NGOs in their city to survey all poor communities (slums and squatters) and then plan an upgrading programme to improve conditions for the whole city over 3-4 years. Once these plans have been finalized, CODI channels the infrastructure subsidies and the housing loans to communities.

Process and linkages of local housing development partnership



These upgrading programmes build on the community-managed programmes that CODI has supported since 1992 and on people's capacity to collectively manage their own needs. They also build on what slum communities have already developed, recognizing the large investments that the communities have already made in their homes. Upgrading existing settlements is supported whenever possible; if relocation is necessary, a site is sought close by to minimize the economic and social costs for households.

Baan Mankong has set a target of improving housing, living and tenure security for 300,000 households in 2000 poor communities in 200 Thai cities within five years. This would represent at least half the urban poor communities in Thailand:

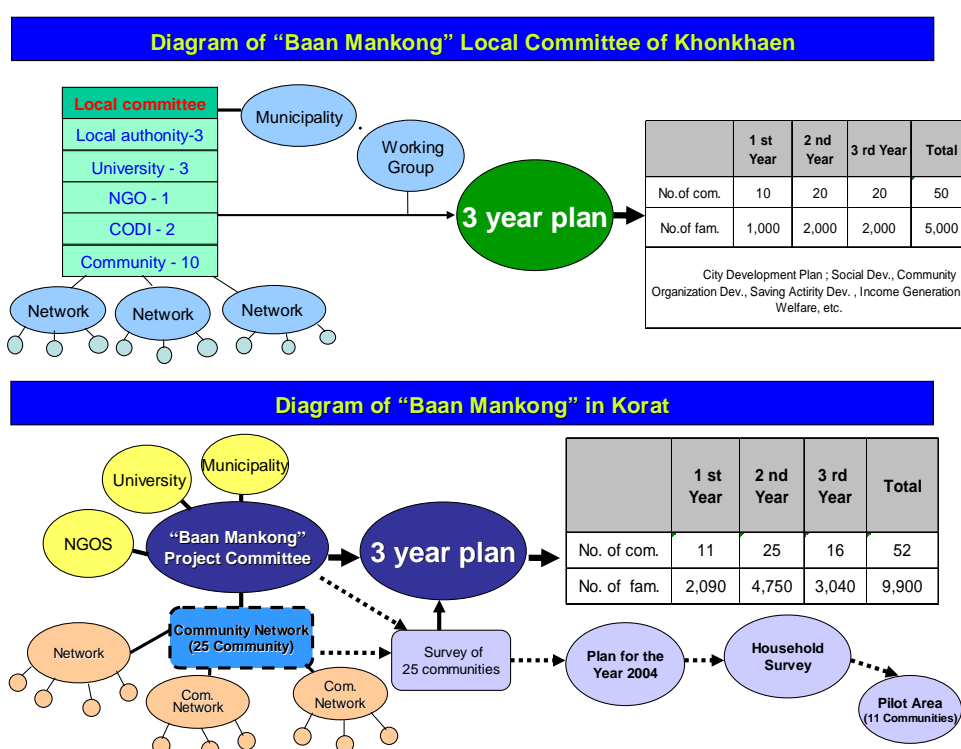
- **2003:** 10 pilot community upgrading (1,500 units) and preparations in 20 cities
- **2004:** Upgrading 174 slum communities (15,000 units) in 42 cities with preparation in 50 more cities. Also support for learning, the demonstration of different options and developing links between communities and city authorities.
- **2005-7:** 285,000 units in 200 cities.
- Up to **May 2006:** 39,409 households had been reached in 395 projects, 78 percent of these households being upgraded in the same place or very close by, and 82% getting long-term land security.

This programme imposes as few conditions as possible to give urban poor communities, networks and stakeholders in each city the freedom to design the programme. The challenge is how to support upgrading in ways that urban poor communities lead the process and generate local partnerships so the whole city contributes to solution.

METHODS: The design of the upgrading programme in any city and the city-network that is needed to implement it has certain key steps:

1. Identify the stakeholders and explain the programme
2. Organize network meetings which may include visits from people in other cities
3. Organize meetings in each urban poor community, involving municipal staff if possible
4. Establish a joint committee to oversee implementation. This includes urban poor community and network leaders and the municipality; also local academics and NGOs. This committee helps to build new relationships of cooperation to integrate urban poor housing into each city's overall development and to create a mechanism for resolving future housing problems.
5. Joint committee holding a meeting with representatives from all urban poor communities
6. A survey organized to cover all communities with information collected about all

- households, housing security, land ownership, infrastructure problems, community organizations, savings activities and existing development initiatives. Doing the survey also provides opportunities for people to meet, learn about each-others' problems and establish links.
7. From the survey, develop a plan for the whole city.
 8. (While the above is going on), support community collective savings as these not only mobilize local resources but also strengthen local groups and build collective management skills.
 9. Select Pilot projects on the basis of need, community's willingness to try them out and learning.
 10. Prepare development plans for pilots, start the construction and use implementation as learning centres for other communities and actors
 11. Extend improvement processes to all other communities, including those living outside communities eg the homeless and itinerant workers
 12. Integrate these upgrading initiatives into city-wide development. This includes coordinating with public and private land-owners to provide secure tenure or alternative land for resettlement, integrating community-constructed infrastructure into larger utility grids, and incorporating upgrading with other city development processes.
 13. Build community networks around common land ownership, shared construction, cooperative enterprises, community welfare and collective maintenance of canals and create economic space for poor (for instance new markets) or economic opportunities wherever possible within upgrading.



FUNDING: Infrastructure subsidies per family are available of 25,000 baht (US\$625) for communities upgrading *in situ*; 45,000 baht (\$1125) for reblocking and 65,000 (\$1625) for relocating. Families can draw on low-interest loans from CODI or banks for housing and there is a grant equal to 5 percent of the total infrastructure subsidy to help fund the management costs for the local organization or network.

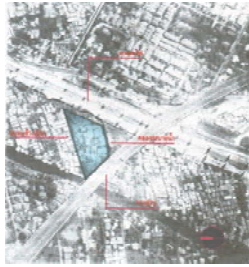
HOW THIS DIFFERS FROM CONVENTIONAL APPROACHES:

1. Urban poor community organizations and their networks are the key actors and control the funding and the management; they also undertake most of the building (rather than contractors) which makes funding go much further and brings in their own contributions
2. It is demand driven as it supports communities who are ready to implement improvement projects and allows a great variety of responses, tailored to each community's needs, priorities and possibilities (for instance communities choose how to use the infrastructure subsidy)
3. It promotes more than physical upgrading; as communities design and manage their own physical improvements, this helps stimulate deeper but less tangible changes in social structures, managerial systems and confidence among poor communities. It also helps trigger acceptance of low-income communities in the city's larger development process as legitimate parts of the city and as partners
4. It works to develop urban poor communities as an integrated part of city; people plan their upgrading within the bigger city development framework
5. Government agencies are no longer the planners, implementers and construction manager delivering for beneficiaries.
6. Secure tenure is negotiated in each instance but locally – and this could be through a variety of means such as cooperative land purchase, long-term lease contracts, land swaps or user rights.

Pilot projects to nationalize learning. To explore new approaches, ten pilot projects with 1,525 units have been supported in communities that have organized themselves, have some experience with working with other organizations and have families with monthly incomes below 10,000 baht. All but two are on state land so implementation is easier. These include:

Land purchase and reblocking: Charoenchai Nimitmai has 41 families living on a 4.9 hectare site in Bangkok, bound by railway tracks, an expressway and a drainage canal. They have been renting the land from a private land-owner for many years. In 1998, when threatened with eviction, they negotiated to purchase the land for around a quarter of its market value and after establishing a co-operative, took a CODI loan to pay for this. To bring down the cost per family, they developed a reblocking plan that accommodated 48 more families who were squatting nearby. The lay-out was developed with the help of a young architect with internal lanes, a community centre and a range of plot sizes (and plot costs). All but 15 houses had to be moved to new locations to make way for roads. Many households built using material from their previous houses, and they will upgrade them gradually. Agreements negotiated with different municipal departments brought individual electricity and water connections and building permits. A contractor was hired for the infrastructure that needed heavy machinery and they handled the rest of the work themselves, using paid community labour and this cut development costs by 30 percent. The average cost per house: US\$6,683 which included \$500 for infrastructure, \$1126 for housing and the rest for land purchase.

Charoenchai Nimitmai Reblocking Project

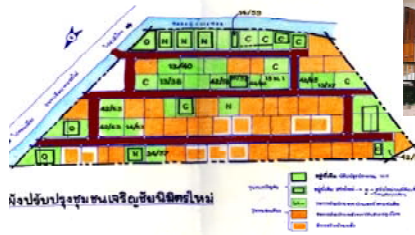


Charoenchai Nimitmai : Bangkok

Community of 41 families on 2 acre of land. After facing eviction, community organized to negotiate and purchases existing land from private landlord taking loan from CODI under the community cooperatives. Then plan and reblock the old community.



ผังชุมชนก่อนปรับปรุงพื้นที่



ผังชุมชนหลังปรับปรุงพื้นที่



House on existing plots



After Improvement

Reconstruction after fire with long-term lease: Bonkai is a long-established squatter community of 566 households living on land owned by the Crown Property Bureau in Klong Toey in central Bangkok. In 2001, a fire destroyed 200 houses and the community used the crisis to negotiate a (renewable) 30 year land lease, after forming a cooperative. This was the first community lease contract in Thailand (land leases are usually with single households and short-term so they do not provide secure tenure). The reconstruction was planned in three phases so no-one had to leave the site. To squeeze everyone in, three storey row houses are being built, each on plots of 24 square metres. The average unit cost (land, housing and infrastructure) is US\$4901

Bonkai Slum Reconstruction

Bonkai (Klongtoey)



Area affected by fire to be reconstructed.

Existing community



Reconstruction plan of 72 units



ภาพหลังเกิดอัคคีภัยที่ชุมชนบอนไค



ภาพชาวบ้านช่วยกันขึ้นเสาและสภาพความเป็นอยู่ทั่วไป

Community people participated in designing a 2.75 row house, cost 200,000 / unit

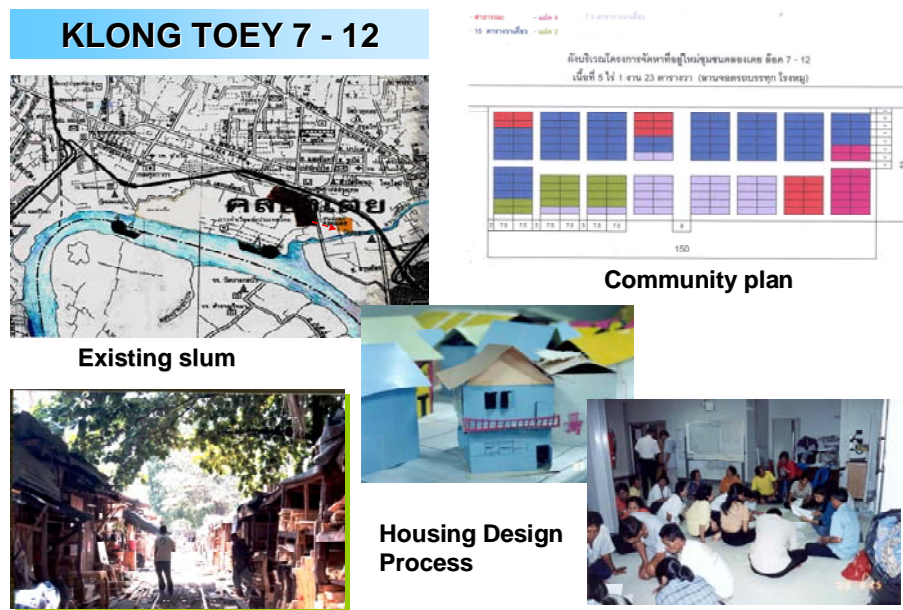


ผังหน้าตัดของอาคารเป็นแบบมีขนาดกว้าง 4 เมตร แบบนี้ตรงกับขนาดของที่ดินที่มีพื้นที่ใช้สอย



มีทางเลือกแบบบ้าน 3 แบบ และที่ประชุมชาวบ้านได้เลือกแบบบ้านร่วมกัน มีขนาด 3.5 X 6.50 เมตรราคา(เหมาจากผู้ก่อสร้าง) 200,000 บาทต่อหลัง คำนวณคร่าวๆได้ประมาณ 900-1,500 บาท/เดือน เวลา 15 ปี

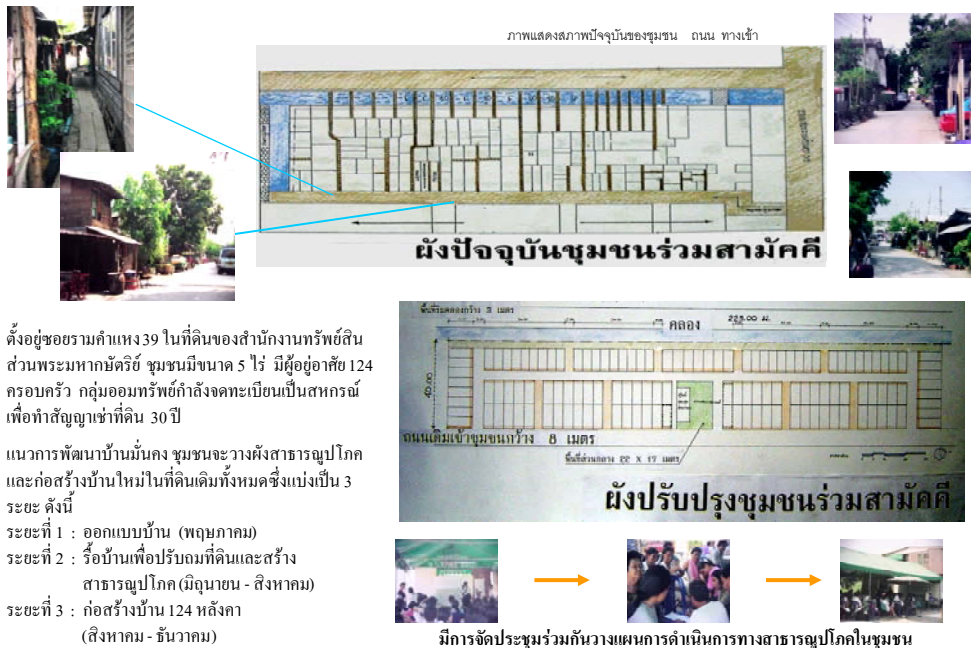
Relocation to nearby land; Klong Tuey Block 7-12 is a long-established squatter settlement, mostly with port workers, daily labourers and small traders on land belonging to the Port Authority of Thailand. Over the years, the community experienced fires, chemical explosions and many attempts to evict them. Originally with nearly 400 families, the number had dwindled to 49 as some families took compensation and moved away and others moved to National Housing Authority flats or remote resettlement colonies. After 20 years of struggle, the remaining 49 families negotiated a deal to allow them to develop their own community on Port Authority land one kilometre away with a 30 year lease. This has room for 114 households and so includes homes for some renters and some who had already been evicted. Average cost per unit (land, housing and infrastructure): \$9039



Scaling up pilot projects: In the Ramkhamhaeng area in Bangkok, two initial pilot projects sparked off a larger development process involving seven other communities. The first was Ruam Samakkee, a squatter community of 124 families occupying 0.8 hectares of Crown Property Bureau land. They negotiated a 30 year lease, after forming a cooperative and developed a new layout plan with architects with two-storey houses. Average cost per unit (land, housing and infrastructure): \$4,260.

The second was Kao Pattana with 34 families living on a marshy 0.8 hectare site belonging to the Crown Property Bureau. They planned to build their own homes on this site but found that the landfill cost was too high. Seven other communities joined them to prepare a redevelopment plan to provide for over 1000 households on 40 hectares, working with the Crown Property Bureau. These will create new residential areas, linked to markets and parks and will involve reblocking in some areas and nearby relocation in others. Everyone will remain in the area with long-term leases through community cooperatives.

Ruam Samakki Reconstruction Project



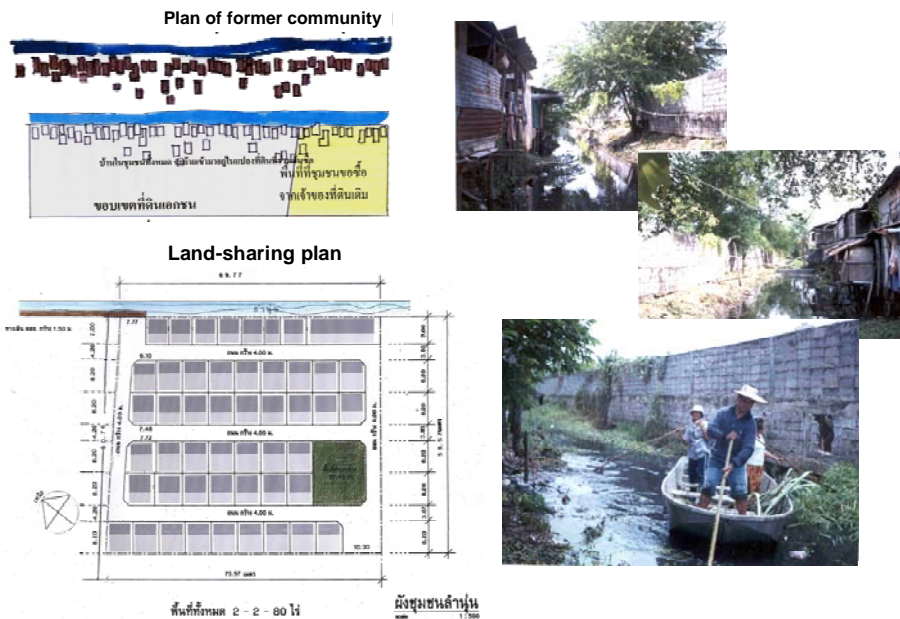
ตั้งอยู่ซอยรามคำแหง 39 ในที่ดินของสำนักงานทรัพย์สินส่วนพระมหากษัตริย์ ชุมชนมีขนาด 5 ไร่ มีผู้อยู่อาศัย 124 ครอบครัว กลุ่มออมทรัพย์กำลังจดทะเบียนเป็นสหกรณ์ เพื่อทำสัญญาเช่าที่ดิน 30 ปี

แนวการพัฒนาบ้านมั่นคง ชุมชนจะวางผังสาธารณูปโภค และก่อสร้างบ้านใหม่ในที่ดินเดิมทั้งหมดซึ่งแบ่งเป็น 3 ระยะ ดังนี้

- ระยะที่ 1 : ออกแบบบ้าน (พฤษภาคม)
- ระยะที่ 2 : รื้อบ้านเพื่อปรับโฉมที่ดินและสร้างสาธารณูปโภค (มิถุนายน - สิงหาคม)
- ระยะที่ 3 : ก่อสร้างบ้าน 124 หลังคา (สิงหาคม - ธันวาคม)

Land sharing: The canal-side community of Klong Lumnoon formed 20 years ago when this was an isolated site; by 1997, the area was gentrifying and the landowner decided to evict them to develop the land commercially. Some households accepted cash compensation and moved away but 49 families who worked nearby refused. In 2000, two community members were jailed and the families who had filed a court case against the owner lost. The residents linked with a network of other canal-side communities in Bangkok who showed them how to organize, negotiate with the district canal authorities and form a savings and credit group. Eventually the landowner agreed to sell them a small portion of the land (at below market rates) in exchange for vacating the rest. After registering as a cooperative, the community took a loan from CODI to buy the land and worked with young architects to develop a plan for 49 houses and provide space for a community centre. Average unit cost: (housing, infrastructure and land) \$7740

Klong Lamnun land-sharing project on private land



Relocation of mini-squatters with long-term lease: Boong Kook is a new settlement in a central area in Uttaradit city where 124 households who had been living in many 'mini' squatter settlements are being rehoused. To resettle these households (who were identified by the community network in their city-wide survey), the municipality agreed to purchase a 1.6 hectare site with a 30 year lease to the inhabitants. The community network helped start daily savings schemes among the inhabitants, CODI provided housing loans to families that needed them and NHA provided the infrastructure. Average unit cost (housing, infrastructure and land): \$6415

Baan Mankong helps to reactivate citizen involvement. City authorities do not have much power but they have inherited a centralized style of governance. Most citizens still think that the municipality should manage the city – but this whole system needs to be opened up so citizens feel that it is their city and that they are part of the development. Responsibility for different aspects of city management can be decentralized to communities – for public parks and markets, maintenance of drainage canals, solid waste collection and recycling, and community-welfare programmes. Opening up more room for people to become involved is the new frontier for urban management – and real decentralization. Upgrading is a powerful way to spark off this kind of decentralization. When community people do the upgrading and their work is accepted by other city actors, this enhances their status in the city as key partners in solving city wide problems.

Scaling up: Six techniques are used for scaling up to reach the ambitious five year target:

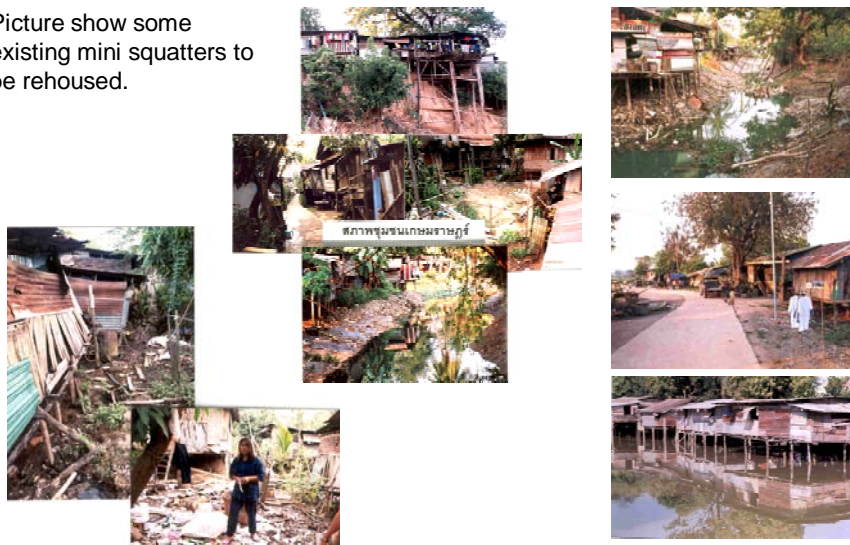
- *Pilot projects* organized in as many cities as possible, to get things going, generate excitement, demonstrate that community-driven upgrading can work – and become much-visited examples of how upgrading can be done.
- *Learning centres:* Twelve cities with strong upgrading processes have been designated learning centres for other towns and cities in their region
- *Big events* so when an upgrading process is launched or a project inaugurated, people from neighbouring cities are invited to see what is happening and what is possible.
- *Exchanges* between communities, pilot projects, cities and regions involving community representatives, officials, NGOs and academics
- *Subcontracting:* CODI subcontracts most of the support and coordination work to partners in cities.
- *Constant meetings:*

Examples of Baan Mankong in some cities:

Uttaradit: this started with a survey mapping all the slums and small pockets of squatters, identifying land owners and which slums could stay and which needed to relocate. This helped linked community organizations and began building a community network, supported by young architects, a group of monks and the mayor. Looking at the whole city, they sought to find housing solutions for 1000 families within the existing city fabric. They used a range of techniques – land sharing in one, reblocking in another, *in situ* upgrading and relocation. Their city wide housing plan became the basis for the city upgrading programme under *Baan Mankong* and includes infrastructure improvement, urban regeneration, canal cleaning, wasteland reclamation and park development.

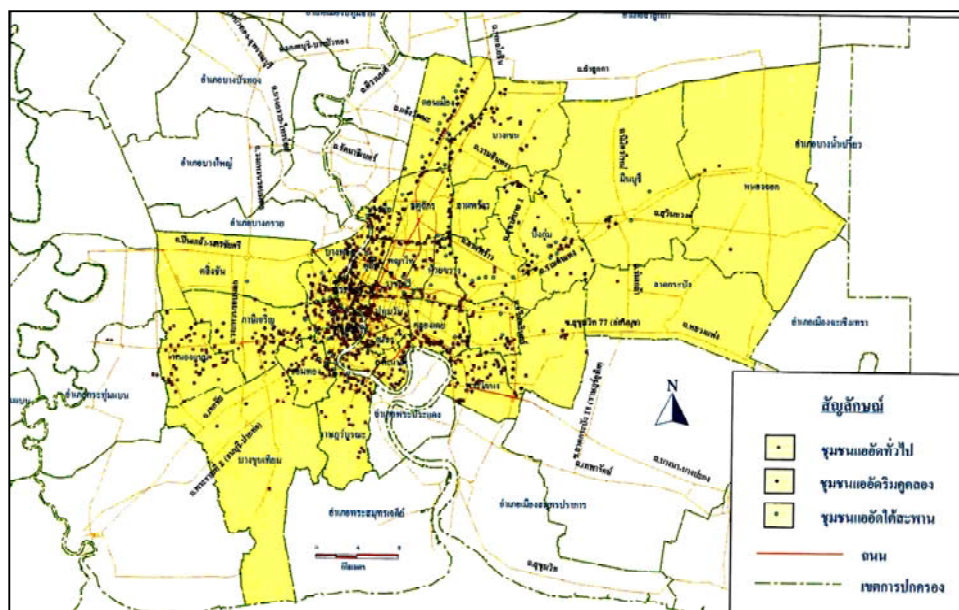
Bungkuk, resettlement of 16 mini squatters in the city of Uttaradit

Picture show some existing mini squatters to be rehoused.



Bangkok: Bangkok's 1,200 urban poor settlements house almost a third of Thailand's urban poor and are spread across 50 *khets* (districts). To make *Baan Mankong* manageable, each district will be regarded as a city and do its own survey, form a joint committee with all key actors and develop a 3 year upgrading programme.

Location of Slums and Squatter Communities in Bangkok



Ayutthaya: This is Thailand's old capital city and designated a world heritage site which is good news for historic preservation but a problem for many of the city's poor who are in danger of being evicted. In the oldest island part of the city, where most monuments and tourist visits are concentrated, 80 percent of the land is under government ownership and the poor's only housing option has been to live in squatter settlements scattered within the ruins. The community network has surveyed and mapped all informal settlements – finding 53 of them with 6611 households. It organized a seminar with city authorities where survey information was presented and this showed that it is possible to improve conditions in their settlements, bring basic services, construct proper houses and shift the settlements a little to allow the monuments to be rehabilitated. Some pilots are underway to show that poor communities and historic monuments can be good neighbours.

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Korat: Community network of 25 communities working with NGOs, the municipality and the University on a three year upgrading programme that will reach 52 settlements with 9,900 households.

Collective social processes: In a society that is becoming increasingly individualized, those who have limited incomes need the collectivity of communities as an important survival mechanism which helps them meet needs and resolve problems they cannot manage individually. Many land owners do not want land to owned or rented collectively – but this prevents area being gentrified, keeps collective management, builds collective force. See in Boon Kook resettlement, the people have designed into their community six units of communal housing for poor or handicapped members of their community. In Bangkok's Klong Lumnoon community and in Udon Thani's Wat Po community, the people have built central houses for old, disabled, needy and ill people. These kinds of plans are appearing in many community-upgrading programmes because the programme creates space for people to think about these issues and provides tools and resources to translate their social development and community welfare ideas into facilities. So Baan Mankong is helping to strengthen collective social process that improves security and well-being in many ways other than physical assets.
