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## **The Development of a Public Land Management Policy For Under-utilized Space in Bangkok, Thailand**

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# Brief on thesis progression

## # Selection of 3 **public land owner organizations** as case study

- Treasury Dept (TRD), State Railway of Thailand (SRT), Expressway and Rapid Transit Authority (ETA)

## # Objectives

- To understand the existing urban land management policy in public agencies.
- To identify and categorize existing public own under-utilized spaces.
- To describe the factors, criteria, and motivation on the use of land.
- To explore, describe, and evaluate the alternatives of PLM (public land management) policy and the possibilities of conflicts and constraints by applying to the case of Bangkok.
- To recommend, formulate, and generalize PLM policy guideline for under-utilized space.

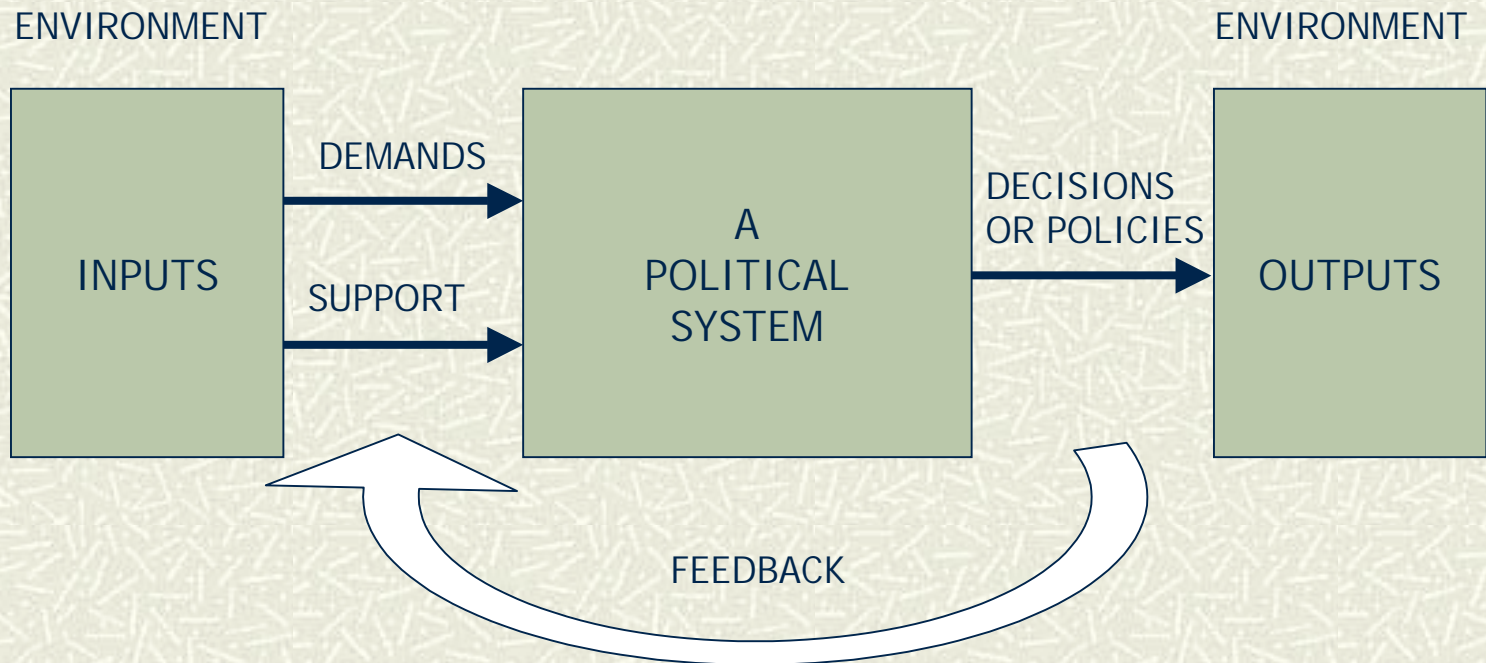
## # Focuses

- **Organizational approach** : State / State enterprises property, Decision making in PLM
- **Decision-makers and involved actors** – in policy making/decision making models
- **Issues**
  - Public land management (PLM) policy
  - Decision making
  - Policy analysis on land utilization
  - Vacant land, under-utilized land
  - Organization - PLM policy guideline for each type of public agency.
  - Generalization of PLM policy

## # **PLM policy of 3 organizations** : in-depth interview of actual decision makers

## # **Directions and public (involved actors) opinions on public land utilization** : questionnaires

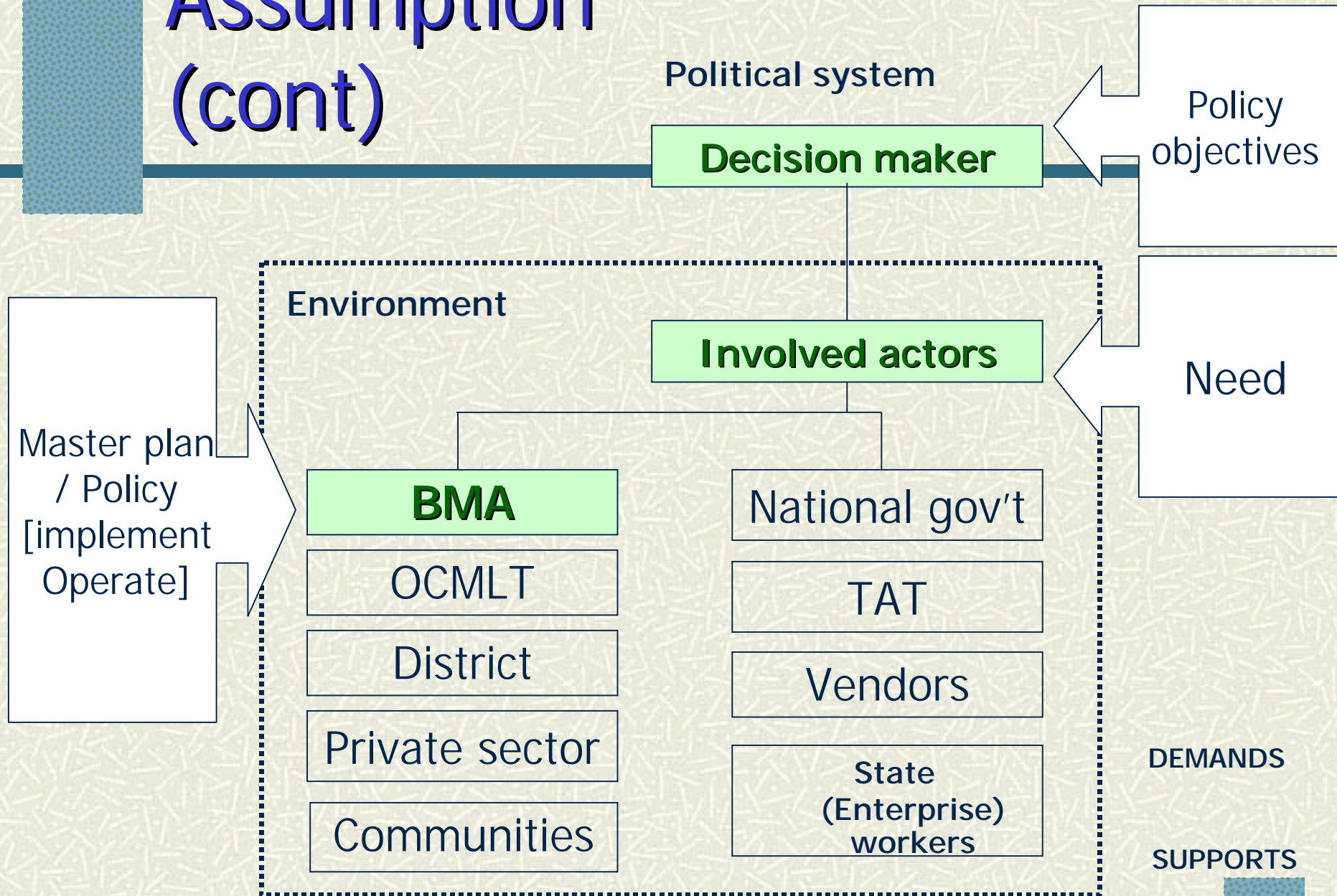
# Assumption



## **Easton's System Model : The Systems Framework**

(Lester J. and Stewart J., 2000, Original source from David Easton, 1979)

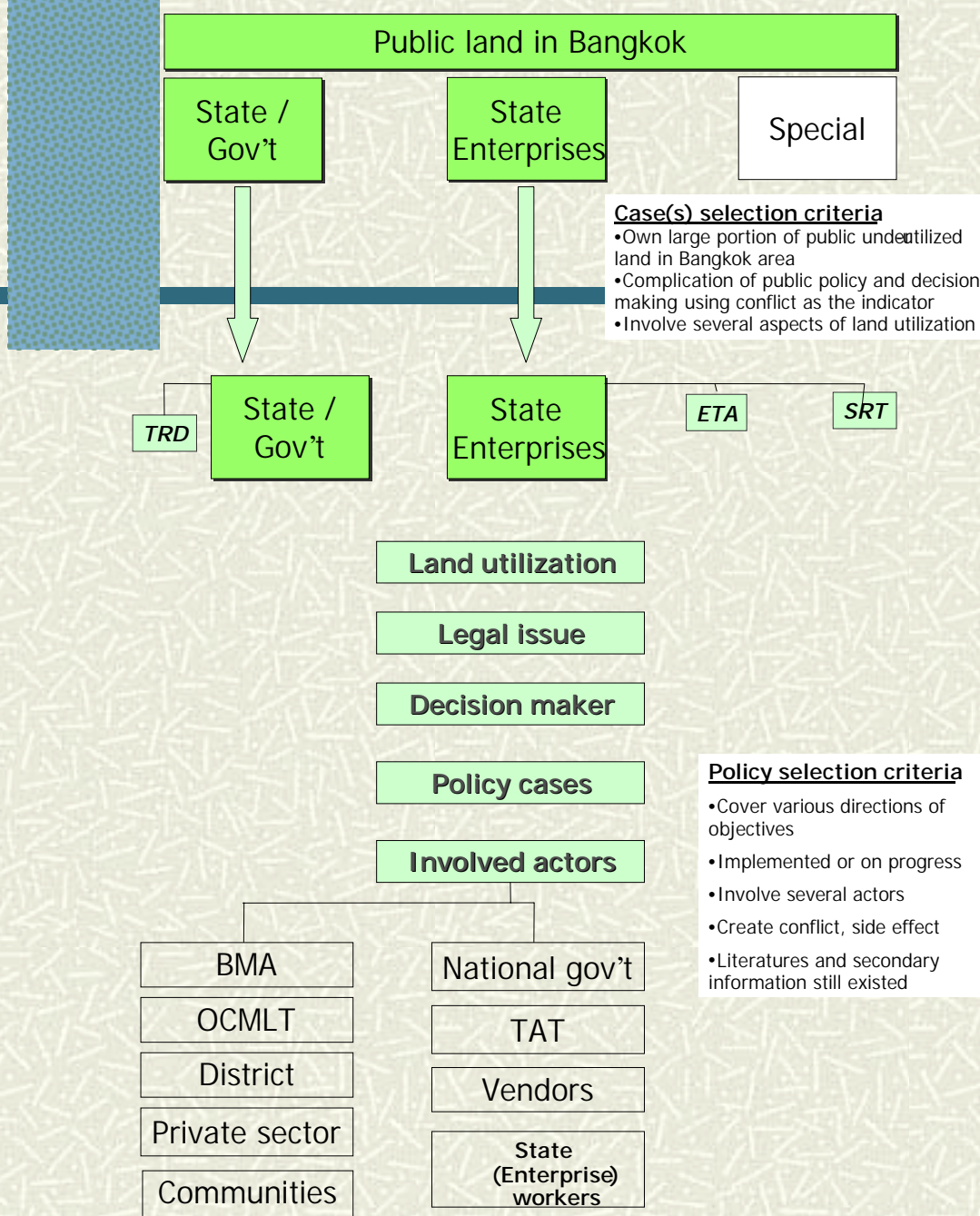
# Assumption (cont)



# Hypotheses

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- # PLM decision makings in each organization have been made by a group of decision maker but they affect a variety of actors.
- # BMA has a very strong involvement in PLM in term of operator/implementer but usually have less authority in decision makings.
- # The purposes of land utilization are categorized into
  - For public (social, services, environment, macro economic)
  - For owner organization (self economic, services)
  - For others (stronger, political reasons, negotiation)



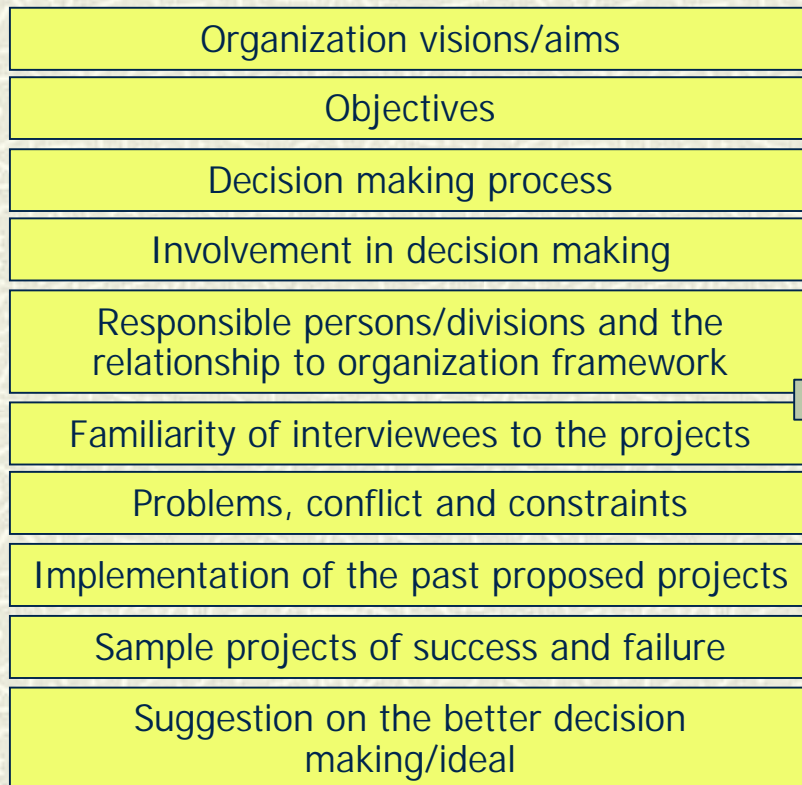
# Methodology

- # Case study selection
- # Literature review
- # Preliminary interview, meeting
- # Policy analysis/ Decision making analysis
- # Propose policy guideline
- # Policy evaluation
  - Questionnaire
  - Expert meeting/Delphi

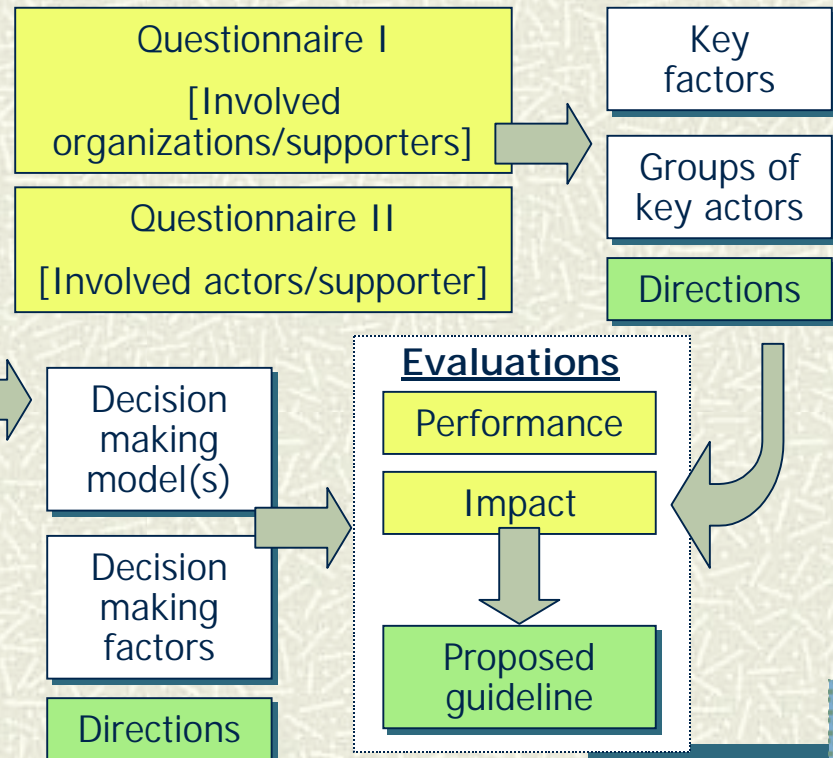
# Methodology/ Data collection plan

- # In-depth interview
- # Questionnaire for involved actors (officers) – questionnaire 1
- # Questionnaire for supporters (community) – questionnaire 2
- # Expert meeting [Evaluation] : (Decision makers), Policy analysts

## Decision making process



## Attitudes direction of involved actors





# Decision making actors

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- # Decision makers
- # Involved actors / organizations – potential proposed actors
- # Supporters / people (public) : who have been effected by the policy

# Involved actors vs Policy decision makers

- # **National gov't**
- # **BMA** Green space master plan (Provincial policy)
- # **District** as an operator/implementer
- # **Supporters**; communities, Vendors, State (Enterprise) workers, Private sectors, OCMLT, TAT
- # Treasury Dept (**TRD**)
- # State Railway of Thailand (**SRT**)
- # Expressway and Rapid Transit Authority (**ETA**)

# Indepth-interviewing

to learn the decision making process in each case study.

## Interviewees :

- # Decision makers in 3 organizations
  - **TRD** – Responsible (deputy)director, head division
  - **SRT** – Boards, head division
  - **ETA** – Board, head division

## Interview issues:

- # Organization visions/aims
- # Decision making process
- # Responsible persons/divisions and the relationship to organization framework
- # Familiarity of interviewees to the projects
- # Involvement in decision making
- # Objectives
- # Problems, conflict and constraints
- # Implementation of the past proposed projects
- # Sample projects of success and failure
- # Suggestion on the better decision making/ideal

# Questionnaire 1

to learn about preferred land utilization from “involved actors” organizations

- # Involved actors (by organization) : heterogeneous population
  1. National gov't (senators, representatives)
  2. BMA (Provincial policy head divisions)
  3. District as an operator/implementer (district officers, councilors, representatives)
  4. Supporters :
    - OCMLT – policy head division
    - TAT – head division
    - Private sectors – (supporter companies; Unilever)
- # Sampling method stratified sampling into sub-population groups

# Questionnaire 2

to learn about preferred land utilization from “supporters” people

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## # Respondents : Supporters

1. Communities
2. Vendors
3. State (Enterprise) workers

## # Sampling method : Multi-stage sampling

1. Stratified sampling from the districts where locate the vacant land plot(s).
2. Cluster sampling from each district (from 1.)
3. Stratified sampling within cluster (district) to cover the whole range of population.

# Population data

## # Questionnaire 1 “involved actors”

- Involved actors (by organization)
  - National gov't (senators, representatives)
  - BMA (Provincial policy head divisions) Officers 16,160 (BMA's civil officials 17,263 BMA's Teacher officials 12,899 Permanent Employees 27,732 Temporary Employees 25,056 Total 82,950)
  - District as an operator/implementer (district officers, councilors, representatives) BMA Council 60, BMA district representatives 37
  - Supporters :
    - OCMLT – policy head division
    - TAT – head division
    - Private sectors – (supporter companies; Unilever)

## # Questionnaire 2 “supporters”

- Respondents : Supporters
  - Communities
    - Chatujak 32.908Sq Km Male 85,547 Female 82,759 Total population 171,856 72,767 Households
    - Rachatewee 7.126Sq Km Male 45,019 Female 50,745 Total population 103,453 27,126 Households
  - Vendors
  - State (Enterprise) workers

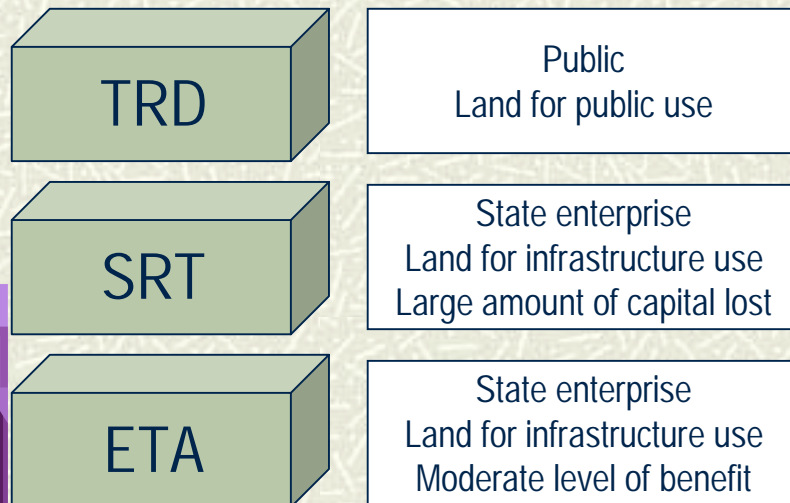
# Evaluations meeting outline

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- # The result from data analysis of the questionnaires will form a "proposed policy guideline". It will be brought up to the experts and decision-makers meeting.
- # Members of the expert will be policy analysts in various institutes, and decision-makers will be in the same group as been interviewed.

# Case study

- # Treasury Dept (TRD)
- # State Railway of Thailand (SRT)
- # Expressway and Rapid Transit Authority (ETA)



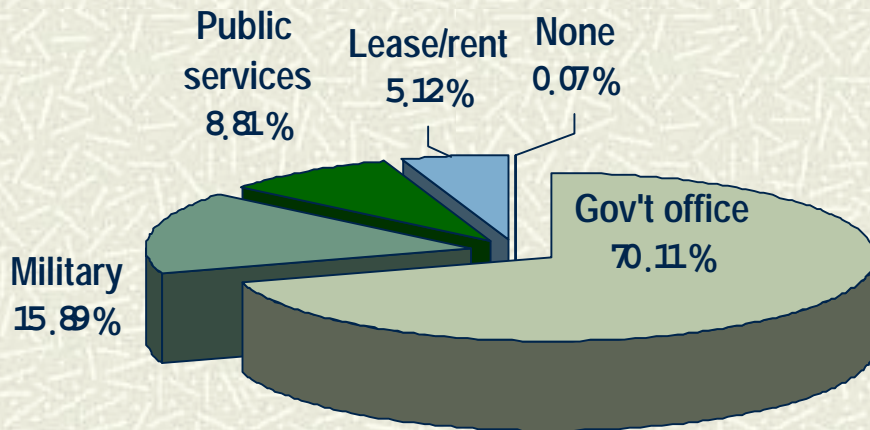
In-depth Interview

## Discussed issues

- Organization visions/aims
- Decision making process
- Responsible persons/divisions and the relationship to organization framework
- Familiarity of interviewees to the projects
- Involvement in decision making
- Objectives
- Problems, conflict and constraints
- Implementation of the past proposed projects
- Sample projects of success and failure
- Suggestion on the better decision making/ideal



# TRD land



- # **Total area** (whole country) of 12.554 million Rai, Land value : 1,885,341.082 million Bath.
- # **Utilization** : for government services 7.100 million Rai, military services 5.339 million Rai, for rent 0.084 million Rai, and reserved for government services 0.031million Rai.
- # **In Bangkok area** ~ 10% of the whole country, Gov't offices 29,657 Rai, Military 6,721 Rai, Public services 3,726 Rai, Rent 2,169 Rai and un utilized 31 Rai
- # **Policy involved** : Ratchaphatsadu Land Act, B.E. 2518 (1975), The State Property Committee is responsible for formulating policies, guidelines, and procedures for managing, maintaining, and utilizing state property and obtaining benefit from state property through leasing, the Bureau of State Property Management.

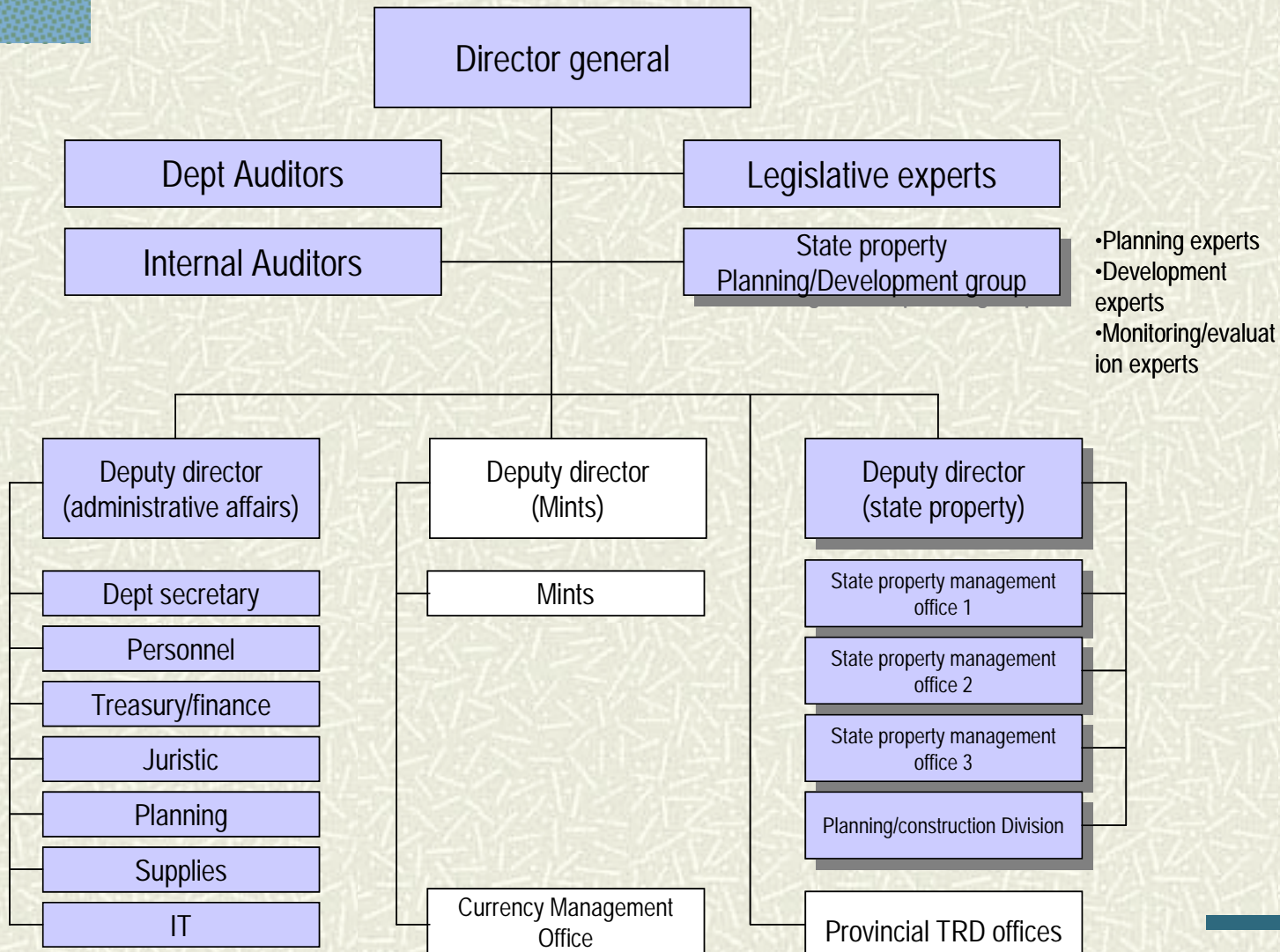
# TRD projects

## Some examples of TRD PLM issues

- # **'Asset based Economy'** policy to gain more income from state property renting/leasing... target of 20,000 M Baht in 2007
- # Government structure reform would effect to state land resources.
- # Infrastructure, parks development, and social benefit policy.
- # Plots ; Bangkok Terminal (BTS station), Benjakitti (Tobacco factory)



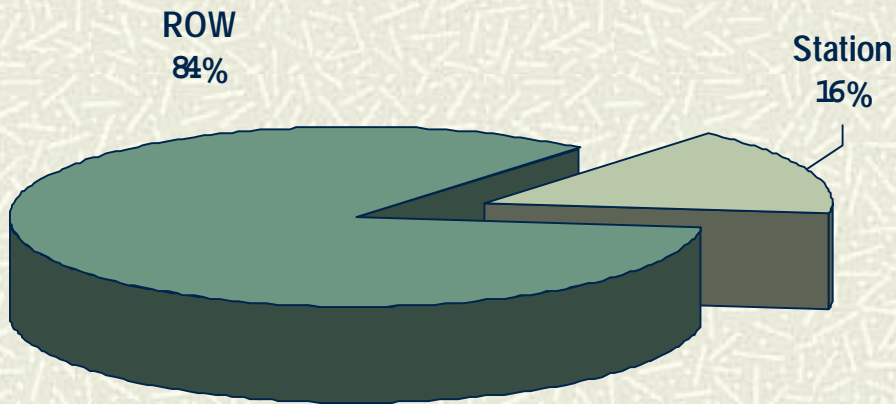
# TRD Organization chart



# Conclusion from TRD interview

Issues	Summary
Organization visions/aims	"Asset based economy policy" (transforming of asset to capital) to reach a target assigned by the central government.
Decision making process	Depends on the size of benefit, using board committee system (Finance Minister - the chairman, TRD director general – secretary), cabinet approval (1000 M Baht+ project), within TRD.
Responsible persons/divisions and the relationship to organization framework	Office of state property management under the director general.
Familiarity of interviewees to the projects	Involved several projects, now he has been supporting information for decision making and been in the decision maker board.
Involvement in decision making	Very strong involvement from central government.
Objectives	1st priority for government office space, the rest are planned for the best used of land.
Problems, conflict and constraints	Conflict from the act of legislation regarding privatization.
Implementation of the past proposed projects	Sirikit convention centre, Benjasiri park, Benjakitti park, Rommaneenaj park
Sample projects of success and failure	Success : Sirikit convention centre, parks Fail : Mor-chit, Dept of Livestock Development land
Suggestion on the better decision making/ideal	Information system for management

# SRT land



- # **Types** : from expropriation, from buying (with title deed tenure)
- # **Total area** (whole country) of 254,853 Rai (407,764,800 sq.m) : track ROW (214,827.50 Rai), 454 stations and their proximity (40,025.50 Rai)
- # **Land value** : 72,904.14 million Bath.
- # **In Bangkok area** : 4,653 Rai (15 stations), valued 42,938,116,000 (43 million) Baht.
- # **Policy involved** : SRT Regulation #129 [Property and asset management], SRT board, Property and asset management division, Special project division.

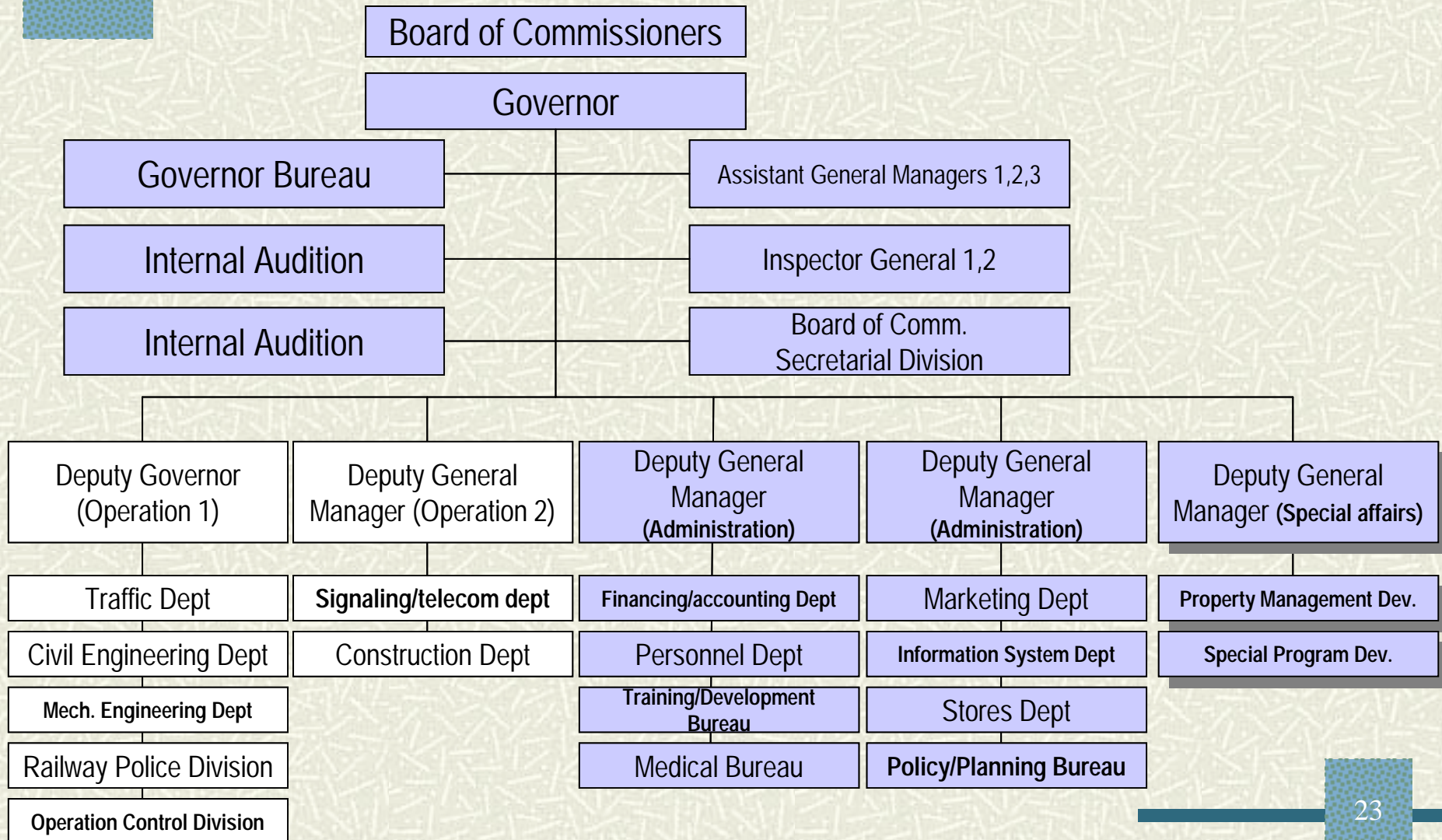
# SRT projects

## Some examples of SRT PLM issues

- # Public hearing and community participation on SRT station land
- # Plots ; Bangkok-noi station and Arun-amarin market project, Makasan/Pahonyothin station area project (SRT Transit terminal w/ Park&Ride), Conversion of SRT golf course to family park, new parliament project



# SRT Organization chart

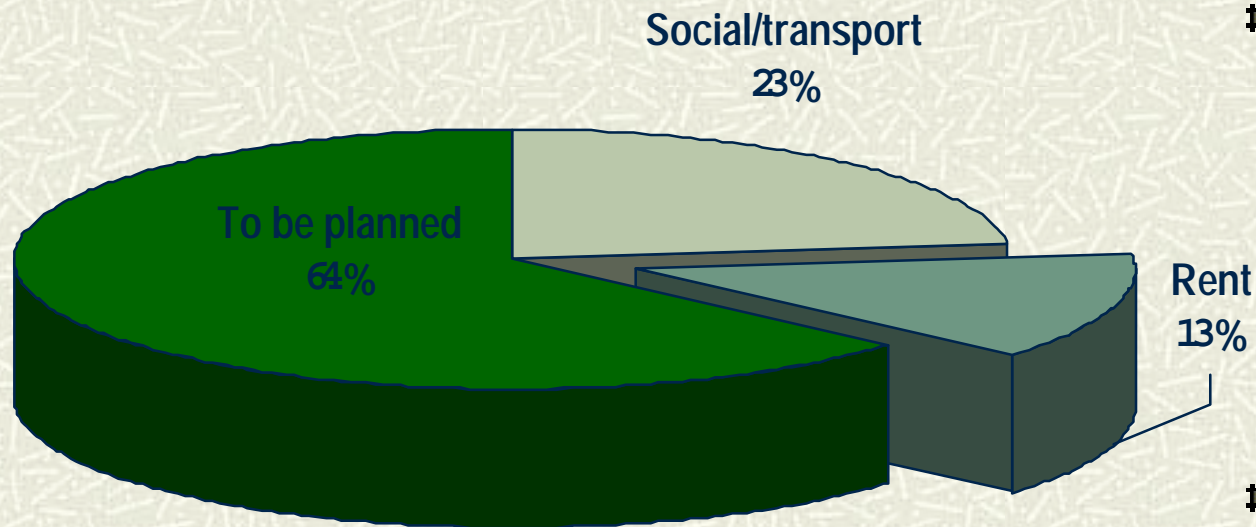


# Conclusion from SRT interview

Issues	Summary
Organization visions/aims	No clear, political involvement
Decision making process	Depends on size of land, duration of contract, and benefit value.
Responsible persons/divisions and the relationship to organization framework	From division to SRT board
Familiarity of interviewees to the projects	(yes, the others are on probation)
Involvement in decision making	Strong involvement from the Ministry of Transport, Privatized consulting
Objectives	Mainly for commercial benefit
Problems, conflict and constraints	Trespassing, payment, data-base for project tracking, under-utilized, conflict with local government, land-use problems.
Implementation of the past proposed projects	
Sample projects of success and failure	Success : bill-board rent, Hua Lumpong Bangkok Station Fail : SRT golf park, Bangkok-noi station
Suggestion on the better decision making/ideal	



# ETA land



# 449,932 sq war (1,124 Rai) :  
119,752.66 sq war (300 Rai) for social/transportation purpose and 70,000 sq war (175 Rai) for rent, and 330,179.66 sq war (825 Rai) to be planned.

# **Policy involved** : Coup Decree of 290 B.E. 2515 (1972) and the additional and revision Act B.E. 2530 (1987), ETA Board, ROW Development Division

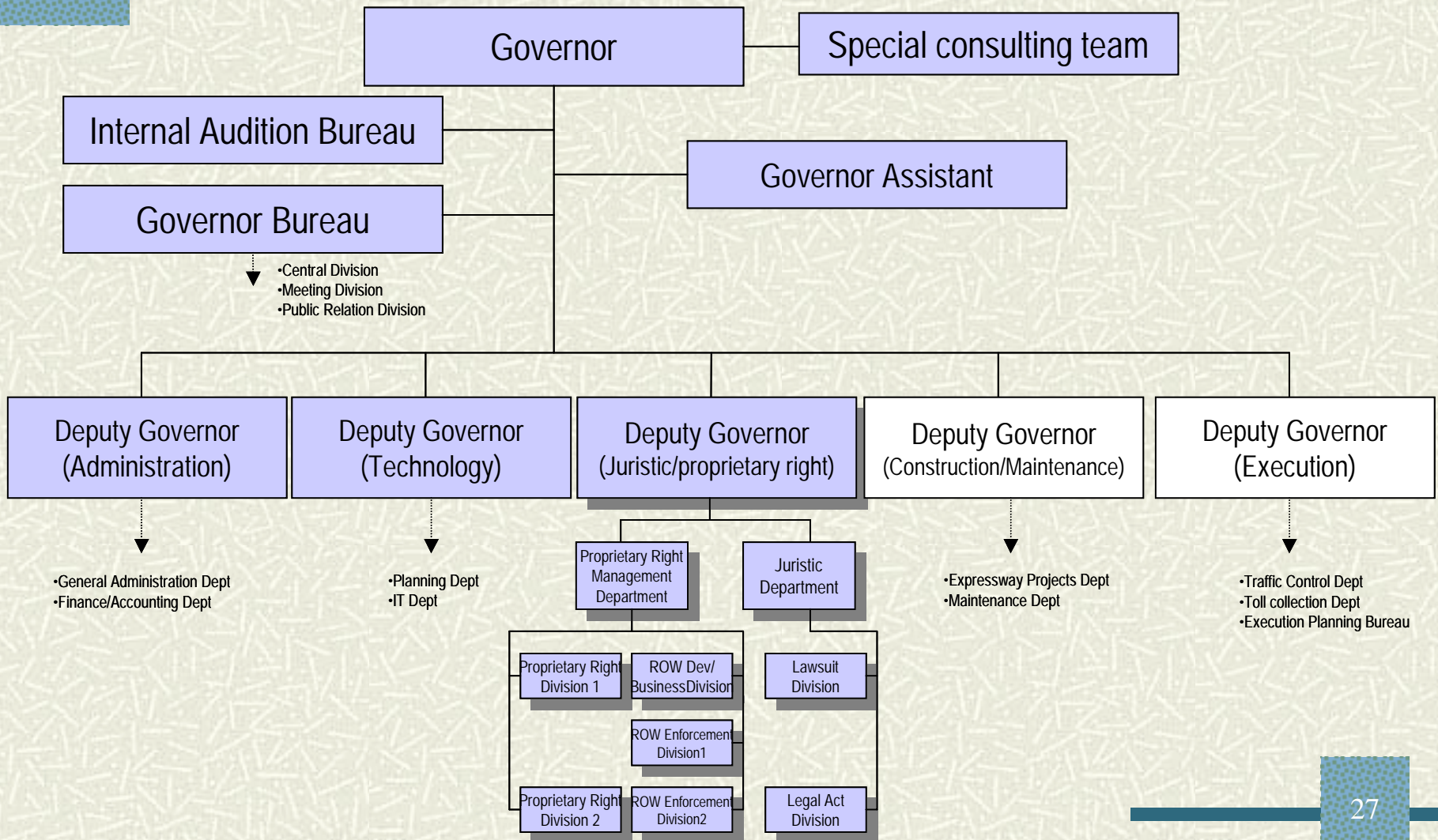
# ETA projects

## Some examples of ETA PLM issues

- # Community (public) space, traffic congestion resolution, another channel to generate income for ETA, and for urban environment (ISO14000) and esthetic purpose for ETA ROW.
- # Plots ; Co-ordination of ETA/BMA and Unilever Co.Ltd for parks development, 2<sup>nd</sup> stage land, RAE bike route



# ETA Organization chart



# Conclusion from ETA interview

Issues	Summary
Organization visions/aims	Safety and quality management for breaking even with social and environmental concerns.
Decision making process	Depends on contract duration, rental fee. From department, division, deputy governor, and board.
Responsible persons/divisions and the relationship to organization framework	Proprietary Right Management Department under the deputy governor.
Familiarity of interviewees to the projects	ROW development/Business Division director
Involvement in decision making	Involve public opinion and ETA image
Objectives	More for social and environment
Problems, conflict and constraints	Legislation problems, tracking and fee collection problem due to poor filing, no master planning
Implementation of the past proposed projects	Uniliver park, many neighborhood parks, markets
Sample projects of success and failure	Success : Vacharapol park, Rama II short-cut Fail : Penang market, Najin Market
Suggestion on the better decision making/ideal	Improvement of information system by using computerized data-based, master planning

# Next step...

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- # Selections of clusters (sites)
- # Questionnaire design
- # Pre-test questionnaires
- # Questionnaires
- # Analysis

# Cluster selection

## TRD

T1 Morchit (Northern Bound Bus Station)

T2 Dept of Livestock Development (DLD), Rajchatewee

## SRT

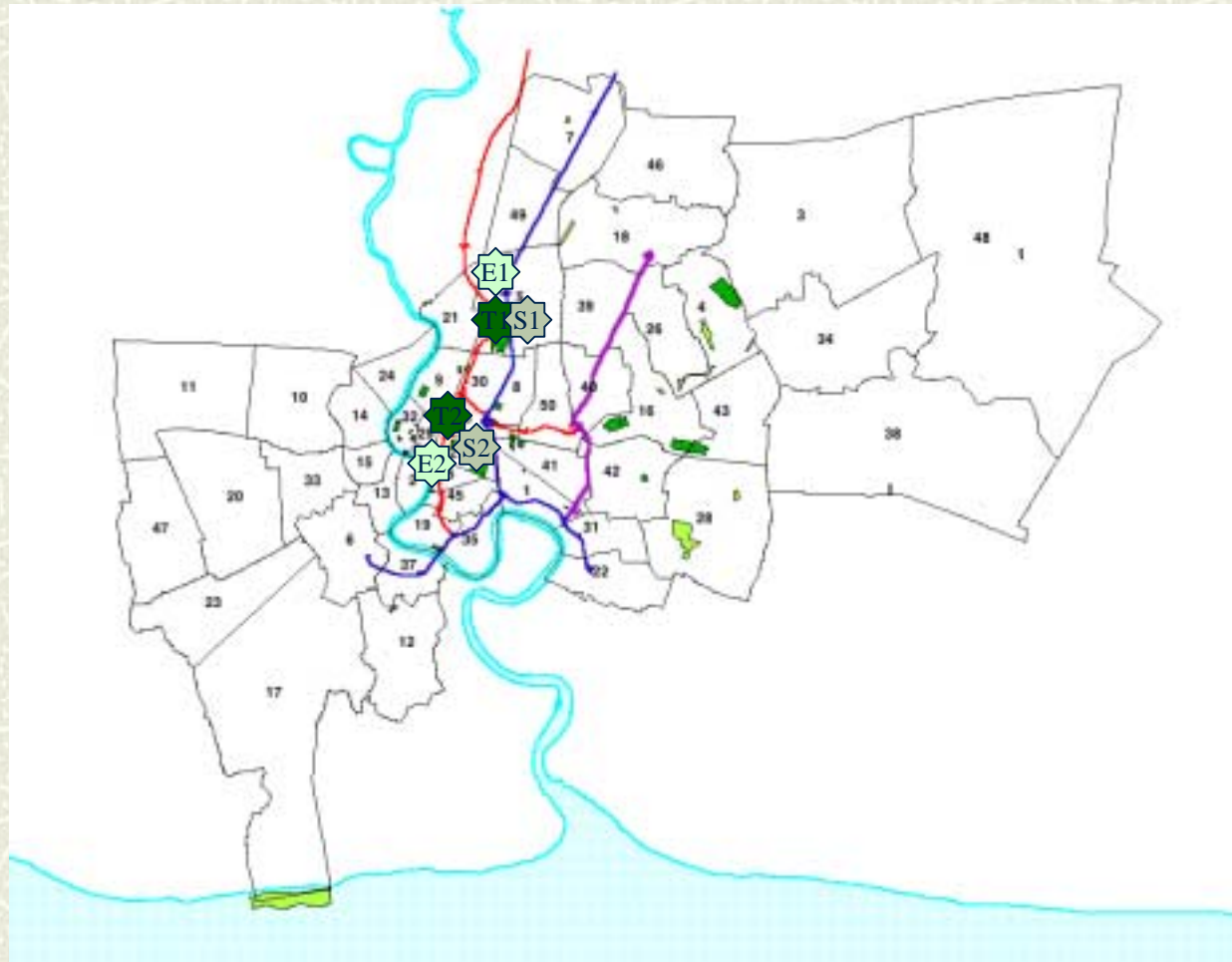
S1 Railway park / Pahonyotin station area

S2 Makkasan station

## ETA

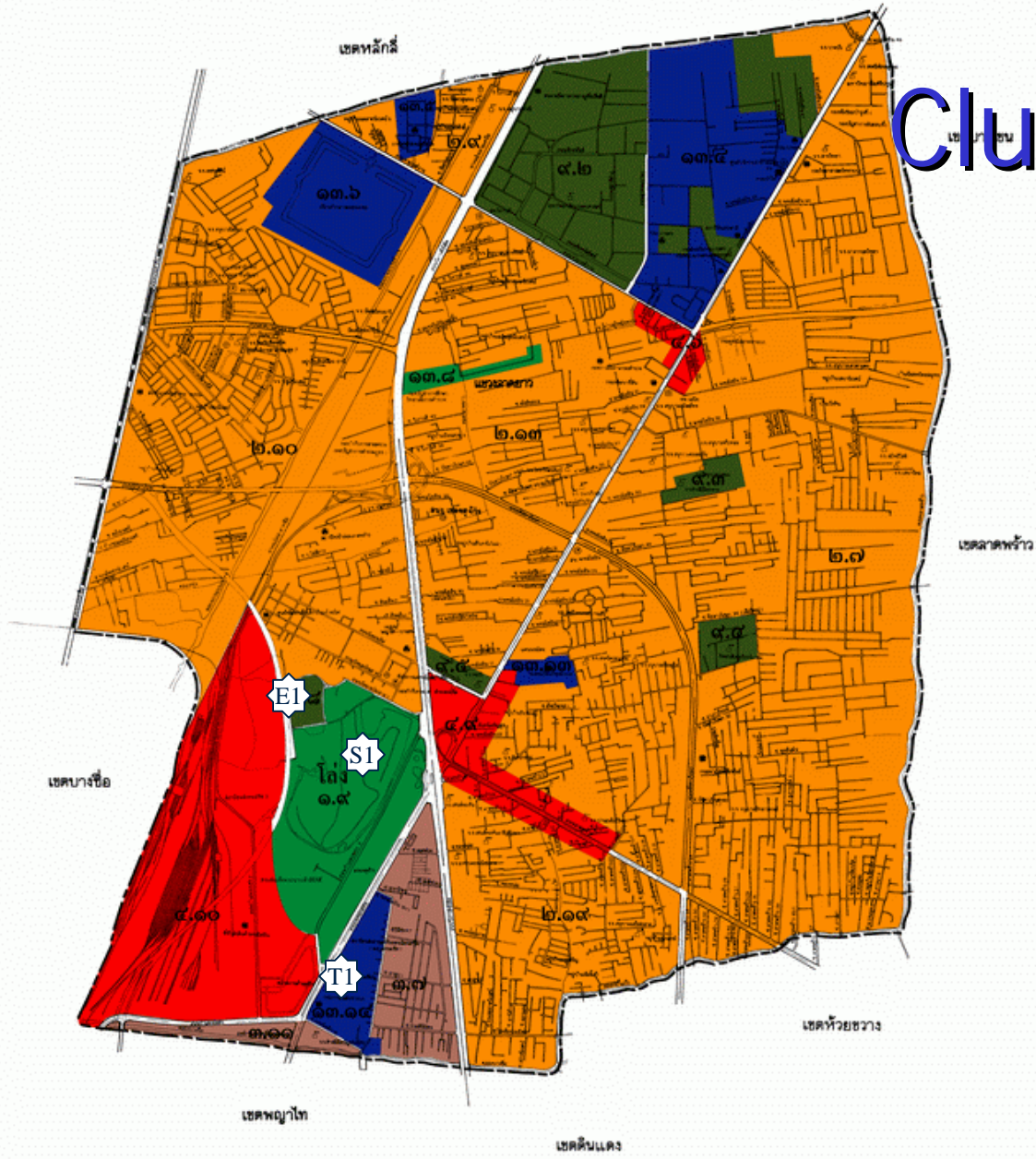
E1 2<sup>nd</sup> stage expressway (Kampangpetch)

E2 2<sup>nd</sup> Stage expressway (Urupong area)



# Cluster location 1

## Chatuchak District



- T1 Mochit (Northern Bound Bus Station)
- S1 Railway park / Pahonyotin station area
- E1 2<sup>nd</sup> stage expressway (Kampangpetch)

# Cluster location2

Rachatewee District

- T2 Dept of Livestock Development (DLD), Rajchatewee
- S2 Makkasan station
- E1 2<sup>nd</sup> stage expressway (Urupong area)

