Bangkok and Our Future: Everyone Needs to Change

Bangkok's engagement in making it more people-centric

バンコクと私たちの未来：みんな変わらなくちゃ

人間中心の都市づくりに向けたバンコク都の取り組み

Sanon Wangsrangboon,
Deputy Governor of Bangkok

サノン・ワンスランブーン（バンコク都副知事）

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I will discuss Bangkok and our future. This is not only because of my work as a deputy governor, but also because I'm the youngest deputy governor, and I need to stay in this city for a while! So, the future of the city is my future as well. As deputy governor, I think we have a lot of things to work on in this city.

There are four very important points about our future that I will discuss. The first point is about how we manage the city, and is about a shift in limited authority to expanded government, as is the case with the Bangkok authority. The second point is about the vision of the governor, and what we refer to as the arteries and capillaries, which I will discuss later in greater detail. The third point is about shifting from a car centric to people centric society. Finally, the fourth point is about technology and humans.

First, I will discuss limited authority and expanded government. You may know that Bangkok is a very challenging authority because we are under the control of the national government. As a governor, we need to govern everyone, but in reality we need to coordinate, which makes it very hard to govern. This is the first thing that we need to talk about — how we can become an expanded government.

If you talk about traffic or transportation in Bangkok, you can look at this slide and see who is the authority of which system. For example, the walkway belongs to BMA, which is Bangkok. But the road belongs to the traffic police, who are not under the authority of Bangkok. This BTS line is owned by Bangkok, but if

＜基調講演要旨＞

本日の演題は「バンコクと私たちの未来」です。私は副知事ですが、まだ若い。だからバンコクの未来は私の未来でもあります。課題は山積していますが、今日は4つの大事なポイントに絞ってお話しします。まずは「狭い権限」から「広がる政府」へ。第2は「動脈から毛細血管へ」。第3は「車中心の社会から人間中心の社会へ」。第4は「テクノロジーと人間の関係」です。

第1の点。BMA（バンコク都庁）には自治権がありますが、一方で中央政府の支配下にある。何をやるにも、いろいろと調整が必要です。たとえば交通の問題。歩道はBMAの管轄ですが、車道を管轄するのは交通警察。高架鉄道のBTSはBMAのものですが、その他の公共交通機関は中央政府に属している。バスの路線も運営主体は異なります。中央政府は料金体系の一本化を目指しており、私たちはそれを歓迎していますが、なかなか調整が難しい。市内の水路にも

you cross over to another line it is owned by the national government. Public transportation belongs to the national government. This makes it very hard. If we want to solve a problem related to traffic, we need to talk to many parties. If it involves the train lines, we have the green line, the purple line, and the red line, and you can see that the owner and operator of each line is different, making the fees higher because you need to pay for a different owner. The national government right now is working hard to have a single fee on this, and we're very happy to work with the national government. This is just another challenge related to limited authority.

What is the problem? What we need to do is change from a limited authority to an expanded government, as I mentioned, and this is the problem. Here we can see a canal. No one knows who owns the canal. Some canals are owned by the private sector, and some are owned by the government, and there are many problems. There has also been a lot of debate about pollution. Who owns the air? That is another problem that we have to take care of, because no one owns the air. If you pollute, you can't see it, it's nowhere, right?

The governor said that it is difficult to talk to many authorities at one time, but there is one thing that everyone has in mind, and that is the social contract. The governor believes that this is the only solution to these problems. As such, what we must do in thinking about the social contract is to consider trust. If you know you can gain trust from the people, you can solve the problem no matter who owns what. But, how do you gain

trust? How can you make an expanded government? We decided to use technology to strengthen the social contract. If you report the problem right now, you see the problem. You report it, for example, the road, the street, the garbage, the light, everything. You will end up like this citizen — sent to the governor. The governor, won't see it, but it will get sent to the deputy governor, the director of the department, the deputy director of the department. The report gets sent around. This is one problem. You would need at least seven approvals to solve a problem. However, everyone has technology, and you can directly be in contact without sending letter after letter. So, we started to use technology to strengthen our social contract.

There's an application called Traffy Fondue. We use citizens as our sensors. If there is a problem, you take a photo and report it. I think every city has something like this. You just report, and then someone will take action, and then you can rate it. It's like when you go to a restaurant and rate it. Based on the ratings for our services, each district gets ranked, depending on how well or poorly the district responds. As such, district employees need to accelerate their work and compete with
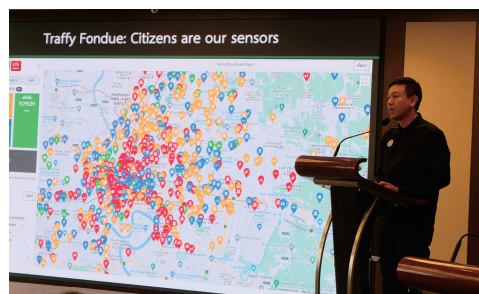
民営と公営のものがあり、これまた利害の調整が難しい。
　こうした困難を乗り越えて問題を解決するには、なによりも住民の信頼が必要です。信頼がなければ社会契約は成り立たない。では、いかにして信頼を勝ち得るか。誰もが持っているテクノロジーを使えばいい。そう考えて私たちは、スマホで使える公益通報アプリ Traffy Fondue を開発しました。住民が何か問題を見つけたらその場で写真を撮り、メッセージを添えて送信する。受け取った私たちは関

連部局や民間の事業者と連携し、できるだけ早く対応する。そして問題を解決できたら通報者に自動で返信する。私たちの対応は、レストランなどの口コミサイトと似た仕組みで評価され、公表されます。Traffy Fondue は実に民主的なシステムなのです。

＜毛細血管を強固に＞
　さて、都市も人体と同じで、太い動脈と微細な毛細血管

each other to solve the problems that citizens bring up.

We can run everything, including the most challenging problems such as lighting and the streets. We can also analyze everything, and see which problems have more reports, and we can solve it as a priority. You can also see that problems are reported outside of business hours. 36% of problems are reported during business hours, and 63% outside of business hours. This means that with a normal, typical standard way of reporting, you would not be able to get 63% of this report.

Day by day, month by month, year by year, I think we are getting better at solving problems. In the beginning, we took 1000 hours, and now we take only 100 hours to solve a specific problem because everyone is already familiar with it and the rating. You can also see the trends. Around 600,000 cases have been reported, and we have already solved around 500,000. This is what I think strengthens our social contract. It also becomes possible to see who owns what. With every report card, you can see who owns it, and we can send a notification to the owner about the problem, sometimes more than 20 times. Knowing who owns what helps with solving the problem. Traffy Fondue is a very democratic system.

<< strengthen the capillary >>

The second point to discuss is about the artery and capillary. If you think of the city as a human body, you can see we have arteries, but also a capillary system, which are the very tiny blood vessels inside. It's like a big chain, in which the weakest link is strong as well.

Sometimes people think only about the arteries, but forget about the capillary system. The governor has a very clear policy about how to strengthen the capillary system of the city. I will discuss five points about this.

First, mobility. We have the artery system, which is public transportation such as the sky train. The capillary system here would be about last mile connectivity. It's very difficult to travel from home using only the artery system. Because of this many people use cars to go home. However, if you use your car to get home, you end up contributing to traffic. You will not use the car to get to the train. You use your car to go all the way to work, and this leads to traffic jams. In order to fix the public system we need to fix the big picture as well. How can we improve last mile connectivity? The first thing about last mile connectivity is about foot paths. First, we need to fix the foot paths, and we have a clear milestone to fix 1000 kilometers of foot paths in the streets of Soi. However, in Soi they don't have enough space for foot paths. So, we have created colored markings to ensure that if you walk, it's safe enough. We also need to ensure that the foot paths around the train stations are good enough, as well as account for

に支えられています。しかし私たちは動脈ばかり気にして、毛細管のことは忘れがちです。その点、現在のバンコク都知事には毛細管を鍛えるという明確なビジョンがあります。

まずはモビリティ。スカイトレインのような公共交通機関は動脈です。でも、その駅から住民の家までの「最後の１マイル」をつなぐのは毛細血管。ここが弱いとマイカー通勤をする人が増え、交通渋滞を招いてしまう。だから歩行者の安全・快適を守る対策が必要です。歩道を広げる、

それが無理なら歩道と車道を分かつ境界線を引く。現地の事情に応じて対策はいろいろです。それから公園。バンコクには大きな公園がいくつもあります。でも中小規模の公園が足りない。それで私たちは「徒歩15分圏内に１つの公園」という政策を進めています。

教育に関して言えば、バンコクには世界クラスの大学がいくつかある一方、児童の保育所が足りていない。そこで私たちは２歳児を受け入れる施設の拡充を進めています。

universal design. It is not only the footpaths, but we need to improve the skywalk as well in order to make it more convenient.

The next point is about parks. In the artery system, we have very big parks, for example, the Benjakitti Park here. But, we lack medium and small parks around the neighborhood. The governor came up with the policy of 15 minutes parks, in which you can find a park within 15 minutes walking distance of where you are. Presently we have around 100 or more such small parks and pocket parks in the community.

Regarding education, we have world class universities such as Thammasat University and many others, but lack childcare centers. We are currently working on improving childcare centers and expanding early childhood development to providing education for children from one and a half or two years of age. We are also working to improve the quality of education, and considering the use of technology in helping teachers as well as in ensuring the quality of educational goals and reaching them.

We need to reach every student in every school and to ensure that they have a quality education and safe space. We cannot control their home environment, but we can control our schools. If we can expand school it means that they can have more quality time in their life. We have Saturday school and after school board camp to ensure that they get an education and learn as well.

Next is waste management. We have very big garbage incinerators, but lack garbage collectors to pick up garbage in the very narrow alleys between houses. We are now trying to use technology in the form of a small batch of garbage collectors that can go inside the small alleys in the community. To reduce garbage, we have been promoting the Waste Separation Project, to encourage people not to mix their garbage. We have managed to decrease the amount of garbage from 10,000 tons per day to about 9000 tons per day.

As for flooding, we have a giant drainage tunnel, but water doesn't go to the tunnel if we don't have a local sewer who can dig the drain in our daily straits. So this is the dredging and cleaning path to ensure that the contractors can dig properly and safely. We have identified 737 flood prone areas that have had big floods in the last two years, and we have fixed them one by one, point by point, by ensuring the drainage goes well.

またバンコクには大型のゴミ焼却場がいくつもありますが、狭い路地裏まで入り込めるゴミ回収車がない。そこで新しく小型の回収車を作りました。洪水を防ぐための巨大な排水トンネルはありますが、市内のコミュニティから排水トンネルまでの下水道が脆弱で、対策を必要とする箇所が737もあります。こういう作業には地道な取り組みが必要です。でも毛細管が脆弱だと不平等が生じ、不平等を放置すれば毛細管は詰まってしまう。私たちは都内に50ある区ごとに具体的な目標を定め、毛細管の強化を進めています。

＜人が中心の社会へ＞
　3つ目は車中心の社会から人間中心の社会へ。これは難題です。世界の大都市と同様、バンコクも車中心で開発されてきました。道路にしても、歩行者ではなく自動車のために造られてきた。それを変えて、人や自転車にやさしい道路にしていく。車線を削って自転車専用レーンを設け、

That is all about the artery and capillaries. Politicians do not love capillary projects, because they are not mega projects. However, capillary projects are just as important as mega projects. Weak capillaries lead to inequalities, and inequality leads to weak capillaries. We have a target for the capillary projects in every district, and we have to deliver not only numbers, but quality as well.

Strengthen Community's Organization

CENTRALIZATION   DECENTRALIZATION
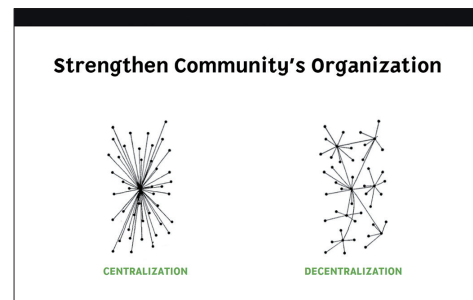
<< more people centric >>

The third point is more challenging, and is about shifting from a more car centric to a more people centric society. Bangkok is a very car centric city. It's like many cities in the past, and we would like to make it less so. It is a very hard task. Many paths are not built for people, but for cars, and it's very hard to even walk or bicycle on them. What we do now is identify areas within five kilometers of every train station, and ensure that they have a good walkable pathway.

Every Sunday we survey the area and check with the district team. Tomorrow I will go to Bangla to inspect the walking street. I will share a current project with you. As you can see it's a normal street, but it's very hard to walk and cycle. We're trying to reduce the street

3. Car Centric to People Centric

space for cars and improve it for bicycles. We want more walkable and bicycle-friendly paths and for them to connect with the train stations. Step by step, street by street, we need to change behavior.

The last point is about human capacity and education, about the people who live in the community. How we currently manage the community is very centralized. We have the governor, and then there are 50 districts under the governor and further communities under each district. How can we make it more decentralized and encourage the community to do more on their own, by themselves? In Bangkok, there are currently over 5 million people registered as living here, and probably about 2.7 million who are not registered, but these numbers are likely a lot higher. There are 1.9 million people living in registered communities in Bangkok, which is about 35% of the population. How can we help them and strengthen community organization? I will focus on four things. First, people. Second, resources. Third, the ecosystem that they have, and fourth, their own identity.

So about the people? We are trying to improve how we can help them to manage community leadership. For

鉄道駅まで自転車で安全に通えるような道路環境を整備していく。時間はかかりますが、そうすればマイカー通勤は減るはずです。

最後、4つ目はテクノロジーと教育を通じて人々の能力を底上げすること。バンコクには都庁があり、その下に50の区があり、区の下にいくつものコミュニティがあります。実に中央集権的な仕組みですが、これを変えていきたい。もっとコミュニティに自主性と権限を持たせてやりたい。

どうすればコミュニティを強化できるか。大事なのは人材と資源、エコシステム、そしてアイデンティティの確立です。

まずは人材。コミュニティを運営できる指導者の育成に力を入れています。そして予算を与え、政府が何かしてくれるのを待つだけでなく、住民が率先して行動できるようにする。そうすれば自覚ができ、自分たちのコミュニティをよくしようという意欲が湧きます。

そして資源。金銭的な支援だけでなく、住民自治に必要

example, they have budget enough to have their own dignity be not only the citizen who waits for the government to take action, but they can respond and act by themselves. They have their own dignity to ensure they are leaders, they live in their communities.

Secondly, about the resources that they can get to ask for a budget or to take action, to maybe propose some project inside to do on their own. There is no need to wait for the government, and we have invested many resources and funding as well as many capacity building to help them. This year we are doing another project called Community Tech Volunteers, which is very important because technology has changed a lot, but people who live in the committees sometimes lack understanding about technology. There are 600 tech volunteers in the districts to help the community update their knowledge on things such as databases and e-commerce. People can own their own data as well. They know who the old people are, who is in the hospital, who was just born, who just died, and can update everything on their own. For example, in a small community they can pin and drop their own data. Once they communicate inside this network the government can ana-

lyze the data and help them accordingly.

Another project we have is the Food Bank. I think many countries have such projects to provide for people in need. We have food banks in every district, and the database is the same database that was pinned previously in this slide. There is a small garden inside the community to help them ensure that they have their own source of sustainability, and there is no need to wait for the market, but they can make their own food. This ensures a sense of food security in the community as well and leads to their own identity. I think the committee consists not only of residents, but also their history, their heritage and their pride. We encourage them to build their own identity, and have a budget to help promote and increase tourism in the community itself.

I will next discuss the way forward. Only 35% of the population has registered with a community, so we need to further expand community organization, especially in new urban habitats, such as condominiums. Regarding legal issues and the participation of the people, I think we do a lot. On Traffy Fondue you can not only report problems, but you can also make proposals. From this year, you can use the e-participation platform to propose anything, and there is no need to be in a community, just a citizen of Bangkok. You can propose project and ideas, and the government will coordinate accordingly.

<< play-based learning >>

Last, but not least, is about lifelong learning, and I
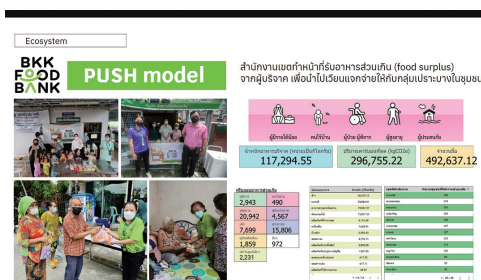
な能力も提供します。たとえばコミュニティ技術ボランティアという仕組を立ち上げました。今は技術革新のスピードが速いので、住民だけでは追いつけない。そこで区レベルで約600人の技術ボランティアを確保し、データベースやEコマースの最新技術を使えるよう支援しています。

それからフードバンクの取り組み。バンコクではどの区にもフードバンクがあります。独自の菜園をもつコミュニティもあり、ささやかながら食の持続可能性に貢献し、食

料安保の意識を養うこともできる。そうすると自分たちの地域への誇りや愛着が湧き、アイデンティティができる。ちなみにTraffy Fondueを使えば、地域の問題の通報だけでなく、問題解決の提案もできます。住民がアイデアを出し、企画をし、それを実現できるように政府が支援する。そんな電子参加のプラットフォームも立ち上げました。

think it's very important for me and the future moving forward, and concerns human capacity. The aging society was mentioned by many earlier, but when it comes to early childhood development, I think we still have a lot to do. We are now taking care of early childhood in our city, only one part of the total population of the ECD. This means that we don't know the whereabouts of another two thirds of these children. We don't know where they are. Only one third of them are enrolled in proper education. So right now, our mission is to find the other two thirds and to ensure that they have a good education, not only for public school, but also private as well. So how we can do that? We need to take care of the people we have now.

We are also working to improve our schools to have more play-based learning to ensure that children have a quality education. We need to ensure that the school is a safe space for them, and as I mentioned, we have Saturday school and after school to expand their quality time at school. We ensure that they have positive mentoring inside the school, creating a safe space for them. In terms of education, we moved to skill-based learning, and to do this we reduced the number of hours to get more engagement, and a practice program to ensure that they have a quality education to practice. We found that student grades improved after we implemented the new curriculum. In Thailand, not only Bangkok, we had actually used the same curriculum for 16 years, so this became the first time that we changed the entire curriculum for schools in Bangkok to be more skill based. Teachers need to change as well.

Everyone needs to change. We use more technology to help them learn English, and I think it's very important for the new generation to speak, and not just to learn English by listening. We have computer labs in every school now to let them speak, and we have AI that helps them correct sentences. We have currently implemented this in 10% of schools, and want to expand to 100% by next year to ensure that they use technology to speak and practice. They can also use technology to learn and study music. The last slide is about dropouts. We found that the more the economy faltered, the higher the number of dropouts, as students need to go to help their parents at work and end up not going to school. Recently, figures show that in Bangkok we are miss out on around 130,000 students. It's a big job and we need to ensure that they will not lose their education. We ensure we have scholarships and funding to help them get a proper education. It's our big mission right now to find these students who are already missing out. That's all for me. Thank you so much for your time.

<遊びを通じた学習>

　最後に、生涯学習への取り組みを紹介しましょう。生涯学習は高齢化との関連で語られがちですが、就学前の児童へのケアも大切です。幼い子には遊びを通じた学習の機会も大切です。そして英語。今までのように聞くだけでなく、話す力をつける学習が大事です。そのためにAI（人工知能）を用いて、生徒たちの話す英語の間違いを正すシステムを導入しています。現在はまだ1割程度ですが、1年以内に

すべての学校に配備する計画です。AIは音楽教育にも活用できますね。時間も尽きました。ご清聴ありがとうございました。