1. Getting to know the Baan Mankong Project

Baan Mankong is a housing development project for the slum people. The project aims at solving problem of housing insecurity and establishing secure and livable community in accordance with the government policy. It is a new approach of housing development for the slum people based on the collective experiences over the past 20 years, emphasizing on participation of the poor in developing their own residences and communities; whereas, government agencies and local organizations will only take part as supporters. Thus, a housing project, which truly meets the community's demand and conforms to their ways of life will be established. The Ministry of Social Development and Human Security, represented by the Community Organizations Development Institute (CODI), is the responsible office for the project implementation.

Baan Mankong Project will be implemented nationwide. In 2003, the pilot project has been implemented in 10 communities, totally 1,525 units; and in 2004, the Cabinet has approved to implement the Project additionally in 174 communities of 42 cities, totally 15,016 units. The Project will be fully implemented within the year 2008, totally 300,000 units, thus, to cover the target groups of slum people, intruders of public lands and watercourses, as well as homeless people and wanderers nationwide, and to establish new residences for secure families and communities; for examples, the Project will provide a welfare and career development fund for community members, including environmental management, children and the elderly health care programs, and management of other problems, in order to establish caring and self-dependent communities; whereas, the existing communities will be improved and new communities will be established in new places; and patterns of development may be diversified as per different conditions and components.

Baan Mankong Project is designed to solve the problem of housing insecurity and to establish secure and livable communities under the integrated problem-solving approach and collective participation of municipalities, universities and local citizens.

2. New thinking, new actions” under Baan Mankong Project

The new approach of Baan Mankong has been derived from the past lessons, experiences, knowledge, and development in housing problem solving of the slum people. It has been developed and extended for practical implementation which are as follows:

1. The Project will be implemented by community organizations. Baan Mankong Project will be implemented based on financial management in stead of construction project management, as formerly implemented by the government agencies. The Government will allocate budgets for infrastructure and environmental development to the communities directly; as a result, communities will play a major role in carrying out all development processes, including planning and management and will be supported by local agencies and universities. According to the new approach, the role of villagers will be changed from "beneficiaries" or "support receivers" to "project owners"; and this housing security process will be used as a development process to make changes for better living condition, ways of thinking, social status, and relationship between the communities and the society.

2. The project will establish security in land tenure which is regarded as a foundation for establishing secure and sustainable community. The operation will be focused on state land, private unutilized land including a new plot of land in case of relocation. It will lead to fair distribution in land tenure, such as land purchasing, long-term leasing etc., by emphasizing on community mutual right in housing including an amendment of some regulations which are against the development to be more flexible.

3. Baan Mankong is not only a construction for secure housing but it will also build strong and secure community. This process will lead to building of life security both socially and economically. Thus, leading to the strong society under co-management with good relationship and dignity.

4. Baan Mankong is focusing on solving problem collectively at a city scale by establishing a plan and guidelines which cover every insecurity community in the city. An urban co-development mechanism which community is a core actor will be supported to work closely with other partners such as local offices, municipalities, academic institutes, city planners, NGO’s, etc. in city planning and urban development process managing.

In conclusion, Baan Mankong Project is a housing development which community is the core actor, thinker and implementor with self-management while local offices together with community architects, engineers are supporters in designing, plan laying and consulting for housing construction.
3. **Twelves targets of Baan Mankong**

1. To solve problem and build housing development for the slum people.
2. To build security in housing and land tenure.
3. To develop infrastructure system and good environments.
4. To improve housing development to be secured, beautiful, livable and conformed with community's way of life and their affordability.
5. To establish a plan and direction for integrated community development by linking with the development in social, economic, welfare, physical and environments while there are saving groups for community capital building.
6. To make the poor and community status accepted by concerned societies, offices and organizations.
7. To develop efficient community management system which can be inspected and can be integrated with both internal and external development.
8. To establish data system and collective plan for slum development which cover all communities including homeless people in every town.
9. To establish development mechanism with multilateral participation by having community and local development organizations of each province play major role in development work for housing which can be linked with development of social and economic and other urban development tasks.
10. To establish a new role of academic institutes to take part in development work and to link learning between local community and university.
11. To amend some regulations and conditions to be more flexible and be in line with housing development of the poor. The regulations should be prescribed more by local people.
12. To develop new body of knowledge of the local and community including knowledge exchange broadly among community, civil society and local organizations.

4. **Various types of development for housing security**

There is no fixed model for housing development under Baan Mankong Project. It depends on the community’s problem, affordability, conditions and needs. From past experiences, it can be operated in various types as follows:

1. **Slum Upgrading**: This is an on-site improvement for better living condition by improvement of basic infrastructure system, walkways and community environments.

2. **Reblocking**: This is an improvement within existing community with some structural and infrastructure changes of which some houses may be moved partially. Land adjustment will be carried out continuously for which the community may have to pay for long-term leases or to purchase land, however, the continuity of their housing security can be ensured.

3. **Land Sharing**: This is a Thai style of compromisation between land owners and community. When the landlord want to use some part of land, they may negotiate with the community. As a result, some part of land may be rented or sold to the community at the cheap price. In return, the landlord will get his land back. This strategy solve problems of the whole city?

4. **Reconstruction**: This strategy require community removal and new housing construction with long-term lease agreement. The change is so obvious that the community is willing to invest. Since the removal and new construction will be within the same area, the community remain close to their places of work so that few adaptation is needed.

5. **Relocation or land purchasing**: The advantage of this strategy is that community has housing security, however, they have to be relocated far away from existing community, work places and schools. New life and new society will have to be built with more expenses and burden in land purchasing and new housing construction, but the community will have security in land tenure and they can fully develop environments for their new community.

Moreover, there are other types of developments which community can choose depending on their conditions and criteria; for example, relocation for building an agriculturists community at out-skirt of town or leasing of private housing project.

5. **How to solve problems of the whole city?**

One of the major approaches of Baan Mankong Project is to solve problems of the whole city in stead of solving problems of a particular community at a time, which is irrelevant to sizes of the existing problems; therefore, to handle the problems in time, we have to establish a process to solve problems of the whole city under cooperation between communities and units. In this approach, housing problems are not exclusive problems of the poor, which must be separated from other problems of the city; but all problems of a city will be automatically related and having an impact on each other. If problems of the whole city can be solved, covering the whole communities of the poor, and each city can take the required actions at the same time, can establish a supportive and learning network between cities within 3-4 years, the housing problems of the poor nationwide will be definitely solved within 6 years, according to the Government's announced policy.
Community organizations will be used as basic mechanism for implementation of Baan Mankong Project, while, multilateral cooperation at a city level will be used as major mechanism for project implementation. Therefore, the success of Baan Mankong Project depends on how to develop knowledgeable community organizations and mechanism of local cooperation as a proactive development forces in order to solve problems of the whole city, under the support of CODI and related units of the central authorities.

The Baan Mankong Program is imposing as few conditions as possible to give communities, networks and stakeholders in each city the freedom to set the program’s course and to craft upgrading solutions that are tailor-made to their local context. The big challenge is how to strengthen and mechanize the upgrading process in such a way that communities lead the process, that local cooperation between stakeholders becomes the key strategy for implementing the upgrading, and that housing for the poor becomes an issue which belongs to the city as a whole. Here is a brief summary of the steps in this collective problem-solving process.

1. **Identify the stakeholders and introduce program.** The process begins by coordinating with all the various stakeholders who will be involved in solving the city’s housing problems, particularly the municipality, and explaining the opportunities Baan Mankong offers, in order to establish an initial basis for cooperation. Inviting these stakeholders to visit other cities where the process has already started can give a big boost to the process at the outset. This initial coordination can be initiated by an existing community network, a regional community committee or by CODI.

2. **Organize network meetings.** Community networks play a major role in implementing the Baan Mankong program in each city, so it is important that their ideas and understanding be worked into the project’s formulation, through city meetings of community and network leaders, at the outset. Representatives from community organizations in other towns in the province can also join these meetings to exchange ideas, extend the process horizontally and broaden possibilities.

3. **Organize community meetings.** The networks then organize meetings in each of the city’s poor communities (along with the municipality, if possible) to explain the upgrading program and to help communities begin preparing themselves to undertake the improvements they will plan and implement themselves.

4. **Establish a joint committee.** A joint committee to oversee the Baan Mankong Program’s implementation in each city will then be set up. The composition of this committee isn’t fixed, but should include community and network leaders and the municipality, as well as local academics and NGOs and other local development partners. The idea of getting all these different stakeholders to work together in a joint committee is to build new relationships of cooperation, integrate housing into the city’s overall development and create an on-going mechanism for resolving future housing problems in the city.

5. **Conduct a city meeting.** The joint committee’s first task is to organize a city-wide meeting of representatives from all the poor communities, to inform everyone about the steps involved in implementing the Baan Mankong program, and to launch the survey and preparation process in the communities.

6. **Survey the communities.** The network and joint committee will then gather detailed information about all the poor communities in the city (or update existing data). Information about households, housing security, land ownership, infrastructure problems, existing community organizations, savings activities and existing development initiatives will be collected. Besides gathering data directly required for the upgrading program, the survey provides opportunities for community people around the city to meet, learn about each other’s problems and establish links which will assist their collective planning later on.

7. **Plan process for development of the whole city.** The survey data will help establish priorities in the larger city-wide upgrading program and inform the process of planning housing and infrastructure improvements in individual communities. During this process, community leaders will begin looking at how to draw on other local resources (land, expertise and budget) to localize the upgrading process as much as possible, to expand the circle of helpers and collaborators, and to dissolve whatever barriers to the program’s success may exist locally.

8. **Promote community savings groups.** Collective saving (for housing and other purposes) is an important means of mobilizing internal resources, strengthening the self-help spirit and building the collective management skills poor communities will need to implement their upgrading plans effectively, so is an important part of the Baan Mankong Program.

9. **Select pilot projects.** After the initial planning has begun, many cities may opt to select a few communities for upgrading in the first year, to get things started and to provide opportunities for “learning by doing” for the whole city. The choice of these pilots may depend on a community’s readiness, the urgency of its housing problems or the learning possibilities it’s particular conditions present for other communities in the city.

10. **Prepare development plans in the pilot communities.** The next step is for the communities selected to be pilot projects to plan their housing and infrastructure improvements, in collaboration with community architects or helpers from the local authority or the local university. This planning should be comprehensive, covering not only housing and physical improvements to their settlement, but should also include detailed project management plans, and also social aspects such as welfare and the creation of greater economic space for the poor within the community.
11. Approve the pilot projects. The pilot communities then have to present their upgrading plans to the joint committee in the city, for discussion and approval, before being sent on to Bangkok for final approval, which by then is more-less automatic.

12. Start construction. Once a community’s upgrading plans are approved, the budget is released and the people can begin constructing their new housing and infrastructure, using either local contractors or community labor, according to their plans.

13. Use the pilot project as learning centers. These pilot projects should function as learning centers for other communities and other project stakeholders in that city - and in nearby cities and regions. Each city should make explicit plans how they can maximize the transfer of knowledge, skills, ideas and mutual help in these initial projects to community leaders and local development organizations, to ensure the process scales up on its own steam.

14. Extend the improvement process to all the other communities in the city. Experience from these pilot projects should then inform the planning of upgrading projects in the city’s remaining poor communities, which are to be completed within three years. This city-wide housing planning should also cover vulnerable families living outside established communities, as well as homeless people and itinerant workers, and should consider solutions to potential future problems from in-migration and swelling populations.

15. Integrate upgrading plans into the city’s urban development. It is important that the collaborative problem-solving processes established in the earlier steps be integrated into the larger process of planning the city’s development. This may involve coordinating with public and private land-owners to provide secure tenure or alternative land for resettlement, integrating community infrastructure with the larger urban utility grids, and incorporating the upgrading process into other city development programs, such as the national “Livable Cities Program”.

16. Build broader civic networks. Community networks are strongly established in less than half of the 200 target cities. So it is important that communities within the “new” cities link together and form networks around any vital development issue: common land-ownership, shared construction, cooperative enterprise, community welfare, collective maintenance of canals, recycling and solid waste disposal.

17. Promote constant exchange. Exchange visits between community people, local authorities, architects, NGOs and various stakeholders involved in the Baan Mankong upgrading process are an important strategy for transferring and scaling up the concepts and practices in this upgrading program. Throughout all the steps described above, exchange and exposure visits between projects, between cities and between regions will happen, to spread out the learning and capitalize on the learning potential of every step.

6. Support from the public sector

In order to create the process of extensive working between communities and local authorities and to create opportunities for communities and cities to function as core leaders in solving the existing problems together, “Baan Mankong Project” has thus provided a new concept of supports by directly distributing budgets to community organizations, which have been working together, establishing the plans and management system, and passing the consideration from local mechanism of cooperation.

6.1 Budgets: The government's budgets allocated to support the community’s operation under this new approach can be divided into 3 categories, each of which will enable community organizations and local authorities to start planning and providing simple budgetary plans by themselves and all communities and cities will be able to establish plans and processes, and management by themselves in all steps including preparation, presentation, and implementation of plans in details, as follows:

6.1.1 Subsidy for community improvement/development

The subsidy are crucial for improvement of social and economic and physical environment of the community. Patterns of improvement may be diversified and involved with land condition, original condition of communities, demand and solution of community improvement. The target of development will emphasize people and communities rather than physical achievements, which only focus on construction of roads and pavements. But the community improvement/development under Baan Mankong Project will focus on reservation of ways of life, original social values, coexistence of secure communities, good quality of life, and environmental protection.

1. Criteria of budget allocation for community improvement/development

Individual community support, which can be divided into 3 categories, including:

- Slum upgrading, not exceeding 25,000 Baht/unit (household);
- Reconstruction, not exceeding 45,000 Baht/unit (household);
- Relocation, not exceeding 65,000 Baht/unit (household);

According to the developmental approach under the above-mentioned criteria, it will enable communities to establish the plans of budget spending for improvement/development; for example, a community of 100 households, which requires
only an improvement on the existing land, without major removal or adjustment of plans, may allocate budgets for improvement/development, amounted to 2.5 million Baht (100 x 25,000 Baht); meanwhile, another community of 100 households, which requires reconstruction of the whole community, readjustment of plans, rearrangement of plots of land, and major reconstruction of infrastructure, may allocate budgets for improvement/development, amounted to 4.5 million Baht (100 x 45,000 Baht), etc.

In case of a city, where communities and multilateral working party has established an overall development plan and has proposed the community improvement/development plan of each year; whereas, there are varieties of communities and patterns of development, and budgets can be allocated not exceeding 45,000 Baht/household according to the number of households proposed as the scope of work of such city, thus, to provide flexible budget allocation for each city and to facilitate collective decision making, based on mechanism of each city; for example, in Udon Thani city, 4 communities have been proposed with different patterns of improvement/development, including land improvement, reconstruction, and removal. In this case, the budget can be allocated at 45,000 Baht/unit (household) multiplied by the number of households of all the 4 communities; for example, 500 household: the total budget will be 500 x 45,000 Baht, amounted to the total development budget of 22,500,000 Baht. 4 Communities may allocate budgets according to necessity, under the approval of the board at a city level.

However, the most important principle is that the budgets for improvement/development will be allocated according to the actual payments rather than the above-mentioned ceilings or amounts. The said criteria is only used for determination of the ceilings of budgets; and in case, there are supporting budgets from local authorities or other sources, this budget will be decreasingly withdrawn in proportion, which enables us to save budgets to allocate for other communities of the poor.

**Scope of budget spending.** This budget should cover different aspects of improvement/development rather than construction of pavements, drainage ditches, or physical development. But it should cover an extensive improvement/development. The following issues are proposed for brainstorming and planning:

a) **Environmental development,** including decoration of landscape garden, adjustment of community’s landscape, painting of houses, cleaning and dredging of canals, community gardening, recycling of water and trash, energy substitution system, playground and recreational areas of the community, herbal gardening or garden plants of communities, etc.

b) **Infrastructure development** of the community (a central system for common use in the community), including land filling, roads, water supply, electricity, drainage system, waste treatment and disposal system, at a household level and at a community level, etc.

c) **Social development,** including the establishment of central welfare centers in the community, child/youth development center, or the central quarters for the poor or the elderly, community office, cooperative's office, multi-purpose pavilion, community center, communication system, announcer tower, fire-fighting center, etc.

d) **Economic and vocational development,** including the development of markets or community stores, establishment of conservative tourism areas, and enhancement of community economy, household economic development, etc.

A community should have a concept of development in 4 aspects as above-mentioned. Though, the budget spending or improvement/development work may not cover all the 4 aspects at the same time, the community should consider how to develop the community in all of these aspects effectively. The community may have to allocate supporting budgets from other sources for improvement/development, which will bring about good results to all members of the community, and systematic reorganization of the community.

6.1.2 **Housing loans.**

Housing loans can be applied to purchase land or to construct houses for community of which CODI can provide some part of CODI fund, or CODI may coordinate with other financial institutions with the following criteria and conditions.

1. **Housing loans for community organizations with 2% interest rate per year:** under the project in 2004) within 15 years of loan period, not exceeding 300,000 baht per unit. However, the loan ceiling should be considered in relations with each member's affordability. This 2% interest rate is used for general community organizations who can add 2-4 % margin which can be spent as their welfare or expenses (members will pay around 4-6%).

2. **Loans which allow group or community organizations as co-borrowers.** It is not a kind of loan which granted to individual. Therefore, community must have organizations with management system, continuous work and apply for loans as a group borrower. They can registered as housing cooperatives or other type of registration.

3. **Loans with collateral or leases of which co-guaranteed by the committee of community organizations.** In case of rented land, 10% of loans will be used to guarantee this amount. In case there are small working groups in community, co-guaranteed is possible by each of small groups.
4. **Saving is regarded as a crucial matter.** It provides training for community people in saving their money for housing and other development tasks of their families. They will be prepared to be able to arrange their financial system on a regular basis. Moreover, capacity building for group management will be conducted for group or community organizations in financial administration, so that they are capable for loans management efficiently. In addition, community saving groups can work as central financial base of the community for the development of community members in various aspects.

5. **Application for credits must be proposed as a community development project** with detailed design, plan, cost, and financial arrangements between the members and the organizational group. The community may opt for any modes of building depending on the members' consensus so that the new project is secured and operated at low costs in line with local lifestyles while promoting greater sense of ownership. In general, there are several options as follows.
   - Building by the families themselves (Loans are distributed to each family)
   - Building some part by contractor
   - Sharing building materials and labors
   - Contracting out the whole project under the standard model

6.1.3 **Supporting Budgets for the Community Development Process**

The Housing Security Project is aimed at low income housing development emphasizing local participation. The Project has thus set aside budgets to support the work of the community organizations and their working mechanisms which include all parties such as municipality, local organizations, universities, NGOs and other concerned agencies. The budgets will be allocated to each activity identified in the work plan as agreed by all parties. The CODI will channel the budgets through the local task force so that the community could be responsible for the project management and development.

The supporting budgets for the work of the community organizations and their working mechanisms may cover the following activities:

- Surveys, compiling community database and urban household information
- Community development planning process
- Community design; the work of community architect; process of urban design
- Strengthening community work and networking to improve the householders' knowledge, savings arrangements and preparedness to become part of the overall process
- Exchange of knowledge, training, seminars, conferences, study visits with other communities in and outside the province
- Operational costs of local development agencies, universities, personnel and those related to the Housing Security process.
- Costs incurred to support the operation and building as necessary.

In certain towns where multipartite committee could not be set up, the CODI will, at an initial stage, support interested persons or organizations who are ready to implement the urban project so that the development process can start without delay. Once the project is able to expand with greater cooperation from concerned parties, CODI's support will be channeled through the said mechanism.

The supporting budgets also include the work in collaboration with higher education institutions or other agencies in order to brainstorm, study, advise and implement the development work with the aim to improve local organizations' work and knowledge in their community development process.

6.2 **Building of Land Security**

1. CODI will assist in solving the problem of poor dwellers being evicted and settling the disputes on land between the poor and the landowner. The Organization would encourage negotiations leading to a consent by all parties, and thus enabling the community to build a secured settlement.

2. CODI will coordinate with landholding agencies, i.e. the Treasury Department, the Crown Property Bureau, Department of Religion, the State Railway of Thailand and the Bangkok Metropolitan Administration whose plots of land have been occupied by low income community without any proper renting regulations. At present, the regulations have been issued and restricted for general public only. In order to arrange for renting regulations, community order, and more appropriate plan, the following approaches are suggested:
   - The community rents the whole land and allocates the land plots among themselves;
   - The landowner rents the land to local authority who would sub - rent it to the community;
   - The landowner rents the land to CODI who would sub - rent it to the community.
   - On public land and river bank, the community could join hands with the landowner in improving the local conditions and preventing drainage problems, for instance, by moving houses away from the river banks, developing amenities of the areas, and taking care of the environment. In case it is necessary to relocate, CODI will assist in finding new settlement not far from the old one.
3. On privately-owned land, CODI will assist the community in purchasing the land on a cost-sharing basis. The community may return some part of the land to the landowner and build its own settlement on the new plan.

4. On vacant land where there is no specific use, CODI will seek information from the central and provincial authorities and find the ways to develop the urban poor housing.

5. CODI encourages local authorities to act as leading agencies in the urban poor housing development project. The agencies will be responsible for finding land plots suitable for housing development project, renting the land, or purchasing the land and developing the project.

6.3 Support for Other Development Tasks

Beside the budgets support and coordination to ensure housing security, CODI and local development mechanism will assist in the following development tasks:

1. Support the setting up of learning center: Successful community will act as a "learning center" providing knowledge to newly-established communities and organizations. By 2004, it is expected that there will be several categories of learning centers in about 100 communities. Of these, there should be 20 centers countrywide that are able to assist others in the intensive working process.

2. Support networking between the community and organizations in other provinces and regions, as well as other countries. This is aimed at enhancing learning process and cooperation beyond frontier as each project has the potential to share development experience with other locality.

3. Support coordination and collaboration among all concerned agencies to ensure successful results.

4. Support new initiatives and innovations ranging from building technologies and materials, environment and energy conservation, collaboration with the private sector, supporting study, research, and building up body of knowledge based on indigenous knowledge, etc. so as to strengthen greater linkages and foster environment for development.

7. Eight Stages Towards Baan Mankong

The main aims of Baan Mankong is to provide secured housing for the poor living in slum areas and to foster livable, self-sufficient society. These aims are achievable only when the "community" takes active participation in all stages, plus strong commitments by all community members to build up new and desirable community. There are eight stages as follows:

1. Common understanding and sense of ownership
Community joining in the housing security project has to make sure that all members have common understanding on the project, e.g. the requirements for all villagers to fully participate and contribute to the development as it will bring about security to each and every family. The concept is thus different from other community activities, e.g. the setting up of savings group in which one may or may not wish to join as it is operated on voluntary basis. It is important that all households understand the approach of Baan Mankong which emphasizes on local participation in all stages, rather than assistance from particular agencies.

2. Savings: a foundation before building secured housing
Secured housing and community-based development can be achieved only when the community members have adequate knowledge in management, building techniques, etc. It is possible to seek advice on some of the techniques from responsible agencies. However, the community members have to learn about management and accumulate their skills in the process. Most importantly, in building houses, the community members should have their own financial source as this could be used as collateral for loans from CODI or other financial institutions. The community is thus encouraged to set up savings groups, either daily or monthly savings, which would provide not only for financial source but also enable the villagers to develop management skills, as well as better relationship among themselves. Those who wish to set up savings group may seek advice from other organizations or their network. It is not difficult to set up a savings group. The well-established savings groups should take the opportunity to improve the mechanisms and increase their efficiency.

3. Sharing of work focusing on building confidence
While savings activity is under way, the community should, in parallel, constantly discusses and plans for the building. There is no need to wait until one activity is completed before starting the other. For example, the community may appoint a "Community Housing Security Committee" as a separate committee from the savings group committee or the community committee. This will encourage sharing of work; meanwhile the community should bear in mind of close coordination. The Committee of Baan Mankong may divide the work among the committee members as appropriate. Experience from other communities shows that the committee consists of 15 members, each of whom is responsible for such matters as membership, funding, building, information, inspection, etc. Likewise, the steering committee could appoint sub-committees, each of which is responsible for 10 - 20 households. The chairman of the sub-committee will work on behalf of the steering committee with 10 - 20 families in any aspects, e.g. compiling data, collecting savings, preventing drugs, and compiling villagers' opinions, etc. Should there be any problems, the matters would be brought to the steering committee's attention.

4. Community data and information surveys
Data and information are crucial to the building of housing and the community as these are the basis in planning. Key information include number of families and households in the community, number of those who have to rent houses, number of residents per household, their occupation, income, expenditure, debts, and preferred types of housing, etc. Hence, the community should gather the said information which will be used for further planning and housing development, contemplating residency rights desirable and equitable to all concerned. This may also include future plan for each household's development.

5. **Arranging housing rights**
This issue is an important step. It should be based on mutual understanding and complement drawing information from a survey conducted by all concerned. Because the existing housing status is varied, i.e. from land renting, house renting, to room renting, with householders differing from original residents, newcomers, sub-renters, to extended families, arranging rights must therefore take these facts into account and make sure that each family is entitled to equal rights.

6. **Working together in plan lay-out for houses construction**
From working together in data survey, it will lead to community plan lay-out and houses model drawing which need full participation from the whole community. According to their agreement, children center, common area, career center, community market and housing style may be constructed depending on their affordability. As to the community plan, there is no fixed type, however, people have to think about their future community which can accommodate their life style with peaceful living, some space for youth, etc. At this stage of planning for community plan to be close to their way of life as much as possible, the community architect or staff from universities may assist or support the community in this process.

*(see diagram below)*
7. Working together in building infrastructure system and houses
As stated that Baan Mankong is a new approach of which community is the core actor in implementing at all stages, therefore, some subsidy will be granted from the government for construction of houses under this project. The cost for development of infrastructure system whether for land filling, water supply system or electricity system or cash for houses construction (also for land purchasing, if any) will be submitted directly to the community (in the name of saving group or the community committee, it depends) The community are free in managing this sum of money. They may subcontract for construction by recruiting skilled workers or labours from their community or they may employ subcontractor from private company, partially or fully, depending on their agreement.

8. With housing security Community should be secured
As mentioned that "Baan Mankong Project" does not focus mainly on security in housing, in the meantime, it also build the system of community mutual caring. The role of saving group can be extended for other necessities, such as loans for career, welfare fund, support in child or elderly care, program against drugs in community, environmental project, etc. The said system should be operated continuously from the beginning. It should be started at the same time with construction of houses which will lead to the society of love with hospitality, strong and self-dependent. Regarding the said eight stages, it can be implemented by the community themselves or they may send a request to CODI for sending some staffs to assist them or for more information.

Eight Stages towards Baan Mankong
Start from understanding
Next is saving
Work sharing, building confidence
Data surveying
Rights Arranging
Co-thinking for plan lay-out
Houses co-building
Important thing- Community building

Remarks: Each stages may not always be conducted consecutively. It depends on the condition of each community. And more stages may be required in some community.

9. Process of budget proposal and Project administration

1. Community organizations and networks should be the core actors in the community improvement project, including budget administration. The community project should be the project of which people in the community, including the poorest group take part in thinking, making decision and implementing with the approval of all parties concerned such as land owners and local offices

2. The development and project implementation for community should be agreed upon and conducted by the City Committee which composed of multilateral partners; community networks, municipalities, academic institutions and developers.

3. At regional level, there may be some working linkage to support, to build learning process, to develop working system including to be a consultant for project development.

4. The Central Project Steering Committee is composed of various sectors. This Committee will consider for project approval in principles for community improvement/development, while other details will be considered at city level.
National Operation Center for Poverty Eradication

CODI

Committee of Baan Mankong Project

Ministry of Social Development and Human Security

Administration Office Baan Mankong Project

Project Steering Committee for Improvement/Development and Supporting

Municipalities

Other Local Development Mechanism

NGO's

Other Local Development Mechanism

Linking Learning Process among Community Networks

Project Committee City Level

Community networks

Commu Commu Commu Commu Commu