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# Model of the Bangkok Development Strategy : Livable City of Thailand

Boriboon Chalong<sup>1</sup> and Settapong Nimitkijjaroon<sup>2</sup>

<sup>1</sup> College of Politics and Governance, Suan Sunandha Rajabhat University, Thailand

<sup>2</sup> Division of general administrative, Office of the Bangkok Metropolitan Administration civil service commission, Thailand

\*Corresponding author

E-Mail: <sup>1</sup>boriboon.ch@ssru.ac.th, <sup>2</sup>kongsettapong@gmail.com

## Abstract

This study analyzes and synthesizes the Bangkok Development Strategy: Livable City of Thailand based on the nine-dimensional policy framework (9 Areas, 9 Good Points) introduced by Governor Chadchart Sittipunt. A qualitative documentary analysis was conducted using secondary data, including BMA policy documents, the National Strategy (2018–2037), and the 13th National Economic and Social Development Plan (2023–2027). The findings reveal that Bangkok’s strategic approach integrates safety, mobility, health, environment, and participatory governance toward a sustainable “livable city.” The study proposes the Bangkok Livable City Policy Integration Model (BLC-PIM), emphasizing cross-sector collaboration, citizen participation, and digital innovation for urban resilience. Recommendations include establishing monitoring mechanisms and aligning local policy indicators with the Sustainable Development Goals (SDG 11).

**Keywords:** Bangkok Development Strategy, Livable City, Urban Governance, SDG 11, Policy Model

## 1. Introduction

Bangkok, officially known as the Bangkok Metropolitan Administration (BMA), is the capital and the largest local government organization in Thailand. Established under the Bangkok Metropolitan Administration Act B.E. 2528 (1985) and the Government Administration Act B.E. 2534 (1991), it functions as a special form of local government with legal personality. The BMA governs an area of about 1,568 square kilometers and serves more than ten million residents through two main administrative branches: the Governor of Bangkok and the Bangkok Metropolitan Council, both elected for four-year terms. The Permanent Secretary of Bangkok oversees administrative coordination and ensures policy implementation in line with the Governor’s vision

After each gubernatorial election, the newly elected Governor, together with deputies and advisors, formulates policy priorities that are institutionalized through the Office of Strategy and Evaluation the agency responsible for translating the Governor’s policies into action plans and assessing results across 50 district offices.

The current administration under Governor Chadchart Sittipunt launched the “9 Areas, 9 Good Points” policy framework to make Bangkok a “Livable City for All.” This initiative integrates development dimensions such as safety, mobility, health, environment, governance,

and economy. However, systematic analysis is needed to clarify the structure and implications of this model and its alignment with Thailand's 20-Year National Strategy (2018–2037) and Sustainable Development Goal 11 (Sustainable Cities and Communities).

Therefore, this study aims to analyze and synthesize the Bangkok Development Strategy under the 9 Areas, 9 Good Points policy framework.

### 1.1 Research Objective

1) To study the development policy model of Bangkok based on the policies of the Bangkok Governor (Mr. Chadchart Sittipunt) in 9 areas, 9 good points, to determine the nature of the policy and the measures it entails, and

2) To provide recommendations for the development policy model of Bangkok.

Accordingly, this academic article aims to examine and synthesize the development policy model of Bangkok under the “9 Areas, 9 Good Points” strategy, consistent with the perspective of integrated local development for sustainability (Chaobanpho et al., 2025; Srichan & Kosolkittiamporn, 2023).

## 2. Literature review

The core policy of Bangkok's administration is to promote “Bangkok: A Livable City for All.” The strategic framework of the Bangkok Metropolitan Administration (BMA) aligns with Thailand's national and regional development policies. The literature review highlights the major frameworks and theories that inform Bangkok's Livable City Strategy, integrating national planning instruments and global sustainable development goals.

**National Strategy Plan Group:** This group includes the 20-Year National Strategy (2018–2037), the National Reform Plan (revised edition), the Master Plan under the National Strategy, and the 13th National Economic and Social Development Plan (2023–2027). Together, these frameworks guide Thailand's long-term development goals toward sustainability, competitiveness, and social equity.

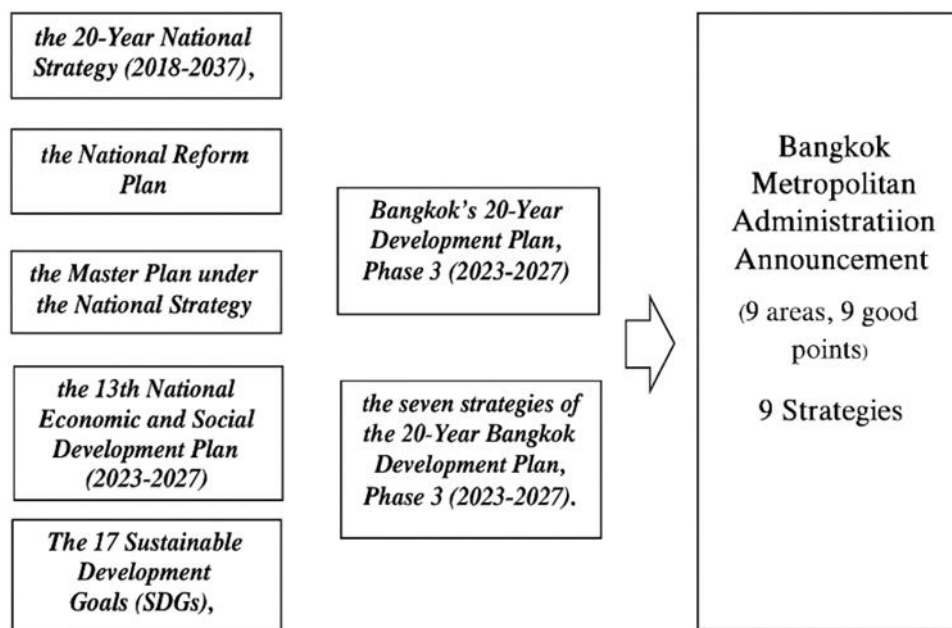
**Bangkok's 20-Year Development Plan, Phase 3 (2023–2027):** The current BMA operational plan adopts an Objectives and Key Results (OKRs) approach instead of traditional Key Performance Indicators (KPIs) to measure policy effectiveness. This phase emphasizes measurable outcomes and integrates the seven strategic pillars from the 20-Year Bangkok Development Plan, aligning with national and global development targets.

**Bangkok Metropolitan Administration Announcement on Bangkok Development Strategy:** This announcement translates the city's long-term vision into nine key strategic areas, known as the “9 Areas, 9 Good Points”, focusing on safety, health, environment, mobility, management, and the economy.

**Global and Strategic Frameworks:** The 17 Sustainable Development Goals (SDGs) particularly SDG 11: Sustainable Cities and Communities provide the global context for building livable, inclusive, and resilient cities. In addition, the principles of Strategic Planning and SWOT Analysis (Kaplan & Norton, 2014) support the evaluation of Bangkok's policy strengths, weaknesses, opportunities, and threats in achieving sustainable urban governance. Recent studies emphasize that local mechanisms and cross-sectoral collaboration are essential for achieving sustainable urban development (Chaobanpho et al., 2025; Phukamchanoat et al., 2025).

Supporting Studies: Recent studies by Yaowaluk (2024) and other Thai scholars emphasize the importance of integrating participatory governance and evidence-based management in Bangkok’s policy formulation, ensuring alignment between local and national strategies.

The conceptual framework illustrates how Bangkok’s 9 Areas, 9 Good Points strategy is derived from Thailand’s national and international development frameworks. It shows the logical linkage from national-level strategies to city-level implementation, connecting the National Strategy, Reform Plans, Development Plans, and SDGs with Bangkok’s integrated 9-strategy model.



**Conceptual Framework**

Figure 1: Conceptual Framework of the Bangkok Development Strategy – Livable City of Thailand. The framework illustrates the policy linkage from Thailand’s national strategies and SDGs to the Bangkok Metropolitan Administration’s 9 Areas, 9 Good Points initiative, representing an integrated approach to urban governance, sustainable development, and livability.

### 3. Methodology

This study employed a qualitative documentary approach to analyze Bangkok’s development policy under the “9 Areas, 9 Good Points” strategic framework. Secondary data were collected from government documents, official announcements, academic publications, and policy reports related to the Bangkok Metropolitan Administration (BMA). The analysis focused on synthesizing policy content and structure to identify linkages between the BMA’s strategies, Thailand’s 20-Year National Strategy (2018–2037), and the Sustainable Development Goals (SDG 11). The collected data were examined through content analysis to highlight the coherence and integration of Bangkok’s policy directions toward achieving the vision of a “Livable City for All.”

## 4. Results

The Bangkok Metropolitan Administration (BMA) has officially implemented the Bangkok Development Strategy (2023) under the Bangkok Metropolitan Administration Act B.E. 2528 (1985) and the Bangkok Development Strategy Regulations B.E. 2566 (2023). The Bangkok Development Strategy Committee approved a comprehensive framework consisting of nine strategic areas, twenty-eight development issues, and 226 measurable targets to transform Bangkok into a “Livable City for All.” This initiative reflects the city’s determination to enhance governance capacity, service efficiency, and sustainable urban development through participatory and evidence-based policy mechanisms.

The “9 Areas, 9 Good Points” policy integrates diverse dimensions of city development covering safety, transportation, healthcare, education, environment, infrastructure, management, creativity, and economic empowerment. These interrelated strategies aim to promote livability, inclusiveness, and sustainability, while aligning with the 20-Year National Strategy (2018–2037) and the 13th National Economic and Social Development Plan (2023–2027). Furthermore, the strategy contributes directly to Sustainable Development Goal 11 (Sustainable Cities and Communities) by fostering resilience, innovation, and citizen participation in urban governance.

Analysis reveals that Bangkok’s development model represents a shift from conventional bureaucratic administration toward an integrated governance framework emphasizing coordination across agencies and stakeholder engagement. The implementation of this model has encouraged cross-sectoral collaboration among departments such as public works, health, education, environment, and social development. By combining digital innovation, data-driven management, and participatory decision-making, the city enhances transparency, responsiveness, and long-term resilience. This integration highlights the importance of community participation and local administrative collaboration in achieving urban livability (Chokchaimadol, 2024; Chaobanpho, 2021).

In essence, the Bangkok Development Strategy serves as both a policy innovation and a governance reform model, demonstrating how local government can harmonize its urban agenda with national and global frameworks. It highlights Bangkok’s emerging role as a regional model for sustainable metropolitan governance balancing economic progress, environmental stewardship, and quality of life in pursuit of a truly livable city.

## 5. Conclusion

The study concludes that the Bangkok Development Strategy – 9 Areas, 9 Good Points represents a comprehensive policy model integrating social, economic, and environmental dimensions to achieve the vision of a “Livable City for All.” The strategy demonstrates how the Bangkok Metropolitan Administration (BMA) has shifted toward participatory, data-driven, and innovative urban governance. By aligning local initiatives with the 20-Year National Strategy and SDG 11, Bangkok has strengthened its policy coherence and institutional capacity. The model offers valuable insights for other metropolitan cities seeking to balance development efficiency, sustainability, and citizen well-being through integrated governance. This finding aligns with Suradinkura et al. (2025), who demonstrated that digital-era public administration significantly enhances urban resilience and livability.

## Acknowledgment

The authors gratefully acknowledge the Language Institute, Suan Sunandha Rajabhat University, for providing academic language review and editorial support. Appreciation is also extended to Suan Sunandha Rajabhat University, Bangkok, Thailand, for its continuous academic encouragement and institutional support throughout the completion of this research.

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