

CHAPTER 5

CONCLUSIONS, DISCUSSIONS, AND RECOMMENDATIONS

The research: The Implication of Local Development Plan for Tourism Destination Development: The Case of Tambon Sakoo, Amphur Thalang, Changwat Phuket was conducted to investigate the local development and tourism management of Tambon Sakoo Administration Organization (TSAO) who is legally responsible for development in Tambon Sakoo. The objectives set as the framework of this study were (a) to study the local development plan of Tambon Sakoo Administration Organization in terms of tourism destination development, (b) to study local satisfaction with and participation in local development which was initiated according to the development strategies of Tambon Sakoo Administration Organization, (c) to study the implication of local development plan for tourism destination development in Tambon Sakoo, Amphur Thalang, Changwat Phuket.

The instruments of research include the three year development plan and the development strategy plan of TSAO, questionnaires, and interviews. The questionnaires were designed to study the local satisfaction, participation, and opinions in local development and tourism initiated from the development strategies of the TSAO.

5.1 Conclusions

5.1.1 The development strategies of Tambon Sakoo Administration Organization in terms of tourism destination development

The development strategies and development plan of TSAO were based on the direction of higher government authorities i.e. Phuket Provincial Administration Organization, Phuket province governor, Amphur Thalang and the local policy. The development strategies were divided into 7 aspects as follows:-

1. The infrastructures and public utility development strategy
2. The development strategy of local well being, socio-culture, tradition, and local knowledge promotion

3. The development strategy of education and learning promotion
4. The development strategy of natural resource and environment conservation
5. The development strategy of political and local governance promotion
6. The economy and tourism development strategy 10
7. The development strategy of information and communications technology promotion

The following table is the summary of findings arranged in rank order according to the average percentage of budget weighting which was allocated to each development strategy of TSAO, from 2005 to 2008.

Table 5.1 The list of average budget weighting allocated to development strategies of TSAO, from 2005 to 2008

| Rank | Development strategy | Average percentage of annual budget |
|-------------|---|--|
| 1 | The infrastructures and public utility development strategy | 42.20% |
| 2 | The development strategy of natural resource and environment conservation | 22.11% |
| 3 | The economy and tourism development strategy | 21.11% |
| 4 | The development strategy of local well being, socio-culture, tradition, and local knowledge promotion | 7.73% |
| 5 | The development strategy of political and local governance promotion | 4.40% |
| 6 | The development strategy of education and learning promotion | 2.22% |
| 7 | The development strategy of information and communications technology promotion | 0.22% |

Additionally, the following findings are arranged in rank order according to average project number within 4 fiscal years, 2005 to 2008.

Table 5.2 The list of average annual number of projects launched for the development strategies of TSAO, from 2005 to 2008

| Rank | Development strategy | Average project number |
|-------------|---|-------------------------------|
| 1 | The infrastructures and public utility development strategy | 51 projects |
| 2 | The development strategy of local well-being, socio-culture, tradition, and local knowledge promotion | 38 projects |
| 3 | The economy and tourism development strategy | 17 projects |
| 4 | The development strategy of natural resource and environment conservation | 15 projects |
| 5 | The development strategy of education and learning promotion | 11 projects |
| 6 | The development strategy of political and local governance promotion | 7 projects |
| 7 | The development strategy of information and communications technology promotion | 2 projects |

According to internal weaknesses of Tambon Sakoo, the TSAO has initiated development projects aimed at overcoming the weaknesses, strengthening the strengths and opening up opportunities, which will eventually lead the tambon to achieve the sustainable development. The solutions to overcome these weaknesses are related to the development strategies i.e. *the promotion of local well-being, the conservation of natural resources and environment, and the promotion of local economy and tourism*.

On the other hand, the first priority of local problems in ‘problems and factors affecting the local development’ (table 2.4) is the **economic problems**, but the budget weighting of ‘*economy and tourism development strategy*’ in the three year development plan is ranked third at an average of 21.11% of annual budget (table 5.1) and the number of projects launched for this development strategy is also ranked third at 17 projects (table 5.2).

Likewise, the **social problems** are arranged in the second priority (table 2.4), but the budget and number of projects that are supposed to be the solution of the local problems are less than those of the ‘*infrastructure and public utility development strategy*’ as shown in the tables (table 5.1, 5.2), and thus making social problems seem less important. The budget weighting of ‘the development strategy of local well-being and socio-culture promotion’ is ranked fourth at an average of 7.73% of annual budget (table 5.1), whilst the number of projects is ranked second with an average of 38 projects launched (table 5.2). Nevertheless, TSAO considered solving all problems concerning local governance and politics-strengthening community, medical health care, and socio-culture with the projects launched within the ‘*development strategy of local well-being and socio-culture promotion*’. These problems seem less important than the others to TSAO, considering the budget weighting.

In accordance with the third and fourth ranks of local problems listed in ‘the problems and factors affecting the local development plan of Tambon Sakoo’, these problems were put in the category of the ‘*infrastructures and public utility development strategy*’. These listed problems are **infrastructure problems** and **water resource problems**, whose budget weighting is ranked first for the 4 fiscal years. This development strategy covers an average of 42.20% of annual budget (table 5.1) and an average of 51 projects each year (table 5.2).

Moreover, the **education problems** are ranked seventh (table 2.4) whilst the budget weighting of the ‘*development strategy of education and learning promotion*’ is ranked sixth at an average of 2.22% of annual budget (table 5.1). Further, this development strategy has an average of 11 projects each year and is ranked fifth (table 5.2).

TSAO obviously tries to solve social problems and lack of community cooperation with religious and traditional activities, e.g. the Suad Klang Ban (village merit-making), or the funeral of holy abbot of Wat Mongkolwararam (Phra Kru Wichienpanyakun) held from March 5-12, 2007, Muslim teaching for local people in Moo 5, etc. Other activities aimed at

strengthening local communities in the tambon include giving financial support to occupation groups or saving funds, arranging sport activities, and providing assistance to the volunteer groups e.g. village health care volunteer group, Civil Defence Volunteers, etc. However, the projects and activities aimed at strengthening communities were not in only one, but many development strategies, including 'The promotion of the local well being, socio-culture, tradition, and local knowledge', 'education and learning', 'politics and local governance', and 'economy and tourism'.

Nevertheless, TSAO does not have an individual tourism plan, but tourism is considered part of the economy and tourism development strategy. The construction and improvement of tourism destinations were in the first development plan, the infrastructure and public utility development strategy, including the landscape improvement of Nai Yang beach and Nai Thon beach: road, drainage, footpath, and hard shoulders, the construction of view point near Nai Thon beach: view point building, road and drainage, hard shoulders, and car park, etc. Additionally, the projects launched to develop tourism destinations according to the development plan of 2005-2008 are only 'tourist service center at Nai Thon beach', 'warning sign installation in Nai Yang beach and Nai Thon beach', 'the installation of wooden fencing along sharp curves throughout the tambon'.

In the fiscal year 2005, some projects were completed; however, the other projects needed to be continued, but were not included in the three year development plan. This is because some unfinished projects were from the previous three year development plan. It emphasizes that some projects were waiting for subsidies from all provincial levels. Authorities said that TSAO was categorized as small-sized Tambon Administration Organization, so its budget is insufficient to complete these projects at the planning stage. Further, the limited budget also limits the manpower of TSAO to carry out tasks.

Besides, there were no projects launched for the development strategy of natural resource and environment conservation, especially, the tourism development strategy i.e. the tourist security support, which was the only one aspect of tourism development that TSAO proposed in the three year development of 2006-2008. The conservation of natural resources and environment is crucial to the vitality of tourism destinations in the tambon. The lack of conservation projects is possibly because SNP has the authority to take care of the natural

resource conservation in the areas of Nai Yang and Nai Thon beaches, or because there is a conflict of interests between TSAO and SNP due to land intervention of court case building of TSAO. Additionally, SNP takes care of only 2 square kilometers of beach forest and 1 square kilometer of mangrove forest throughout its boundary, compared to 19.5 square kilometers of area in jurisdiction of TSAO. TSAO should cooperate with SNP to take care of the natural resources of Nai Yang beach and Nai Thon beach; they are dependent on the same environment.

To control the construction of tourism projects in the area, TSAO used the Environmental Impact Assessment of Thailand as a guideline together with the tambon's regulations. The chief administrative officer of TSAO together with a committee from the civil engineering department of TSAO have the authority to grant permission for each tourism enterprise or project, after considering case by case.

5.1.2 The local satisfaction and participation with local development in Tambon Sakoo which was initiated from the development strategies of the Tambon Sakoo Administration Organization

5.1.2.1 General information of respondents

The research used 315 household sample sizes which divided into 5 villages toward the proportion of people in each village to total people in tambon Sakoo, based on TSAO (March, 2005) database.

There were a total of 315 respondents who were 49.8% (157) male, 48.3% (152) female, and 1.9% (6) of unspecified gender. As for the **age**, the respondents were 33.3% (105) in the range of 31 to 40 years old, 25.4% (80) between the age of 41 to 50, and 22.9% (72) between the age of 21 to 30. As for **education**, 31.1% (98) of the respondents finished secondary school, 29.5% (93) primary school, and 27.6% (87) vocational school. As for **religions**, 73.7% (232) of the respondents were Buddhists and 24.8% (78) Muslims. Most of the Muslims live in Moo 5. The top three **occupations** of respondents were self-employment at 33.3% (105), general employment at 29.5% (93), and those in the agricultural field at 12.4% (39). As for **household income per month**, 46% (145) of the respondents had income in the range of 5,001-10,000 baht, 29.5% (93) in the range of 10,001-20,000 baht, and 10.5% (33) in the range of 20,001-30,000 baht.

5.1.2.2 The satisfaction level of respondents concerning the benefits of development projects

Respondents assessed the development strategy of education and learning promotion at 'satisfied' level, which was the highest mean score compared to the other development aspects. The development aspects assessed at 'fair' level of satisfaction by local people are 'the promotion of infrastructure and public utility', 'the promotion of local well being, socio-culture, tradition and local knowledge', 'economic development', and 'tourism development' respectively.

Respondents have fair level of satisfaction to participation in local development and tourism development towards the following aspects: - 'participation in waste disposal', 'participation in the conservation of natural resources and environment', 'participation in the development of local economy and tourism destinations within the tambon'.

Additionally, respondents have fair level of agreement towards development of TSAO in the following aspects: - 'the alternative tourism should be promoted in Tambon Sakoo', 'the locals benefit from being a member of an occupation association or cooperation', 'the locals benefits from tourism directly', 'there is sufficient water supplies to households, agriculture, and businesses consumption', 'there is a proper waste disposal system in the tambon' respectively.

Contrary to this, there are some development aspects that show respondents' low levels of satisfaction i.e. 'very unsatisfied' and 'unsatisfied' level. TSAO needs to improve the operational factors in these development aspects to solve local problems as well as to satisfy local people. These development aspects are: 'the promotion of information and communications technology', 'obtaining benefits from development equally and thoroughly', 'the conservation of natural resources and environment', 'political and local government', 'obtaining direct benefits from the development projects'. Moreover, the respondents have 'very unsatisfied' level of satisfaction towards 'evaluation and monitoring of TSAO projects'. Meanwhile, the respondents have 'unsatisfied' level of satisfaction towards 'proposing suggestions about the issues concerning TSAO', 'suggestions proposed to TSAO that were visibly implemented', 'participation in public disaster contingency plans, or occasional training courses', 'participation in supplementary knowledge courses or experiential study arranged by TSAO'.

The other development aspects that respondents had low agreement level include ‘TSAO has transparent governance along with democratic and suitable disclosure of information’, ‘there is proper occupation and shop zoning in tourism attractions and the local area’, ‘there are sufficient contingency plans of public disaster in tambon and the locals are in a state of preparedness for emergency’, and ‘there is sufficient and thorough distribution of news and information to the local people’ respectively. Respondents disagreed with ‘controlling the number of tourists visiting Tambon Sakoo’ because tourists visit Tambon Sakoo mainly in the high season and that the numbers of tourists were less than those of other beaches in Phuket.

5.1.2.3 The differences of satisfaction levels by village concerning the development directions and participation in development activities of TSAO

According to the findings, respondents of **Moo 3** have higher satisfaction and agreement levels towards the development aspects of TSAO than those from other villages. The research shows that they were not only satisfied with the development strategies, but also agreed with the development aspects such as: ‘the alternative tourism should be promoted in the tambon’, ‘the locals benefits from being a member of an occupational association or cooperation’, ‘there is a proper waste disposal system’, ‘there is sufficient news and information distribution to local people’, ‘TSAO has transparent governance’, and ‘there are sufficient contingency plans of public disaster and the locals are in a state of preparedness for emergency’. Respondents of **Moo 2** also satisfied with every aspect of local development of TSAO.

The respondents of **Moo 4** show higher satisfaction level toward the participation in development processes and activities of TSAO than those of the other villages. Specific examples of this are: ‘waste disposal’, ‘the conservation of natural resources and environment’, ‘public disaster contingency plan and training courses’, and ‘meetings conducted by TSAO and its projects implementation’.

The respondents of **Moo 1** had moderate satisfaction and agreement levels towards development of TSAO compared with those of others villages. They are dissatisfied with the solution for beach encroachment of TSAO and beach arrangement at Nai Yang beach,

although they shows high satisfaction level in participation in the development of tourism attractions in the tambon.

On the contrary, respondents of **Moo 5** had less satisfaction and agreement levels than those of the other villages towards development direction of TSAO. This is the lowest satisfaction and agreement level of each development aspect. The least satisfaction level of respondents of Moo 5 towards issues concerning the development of TSAO is shown as follows: - 'information and communications technology', 'equality and thoroughness of benefit distribution in the tambon', 'the political and local governance', 'the conservation of natural resources and the environment', 'tourism development', 'local people obtain direct benefits from the development projects', 'infrastructure and public utility', 'supplementary knowledge courses and education development', 'economy development within the tambon', 'transparency of TSAO governance', 'shop zoning provide in tourist attractions and the tambon', 'the public disaster contingency plans and training courses', 'community meetings and implementation'.

5.2 Discussions

5.2.1 The local development plan of Tambon Sakoo Administration Organization in terms of tourism destination development

The tourism destination's concept of Gunn and Var (2002) can be adapted to draw inferences from the analysis of local development strategies and projects of TSAO whether they support the theory. The number and implementation of projects of each development strategy were considered to determine how much such development supports tourism destination development in Tambon Sakoo. The symbols used in this report to show degree of support for tourism destinations are (++) supporting, (--) not supporting, and (+-) neutral or there is not enough evidence to determine whether the development strategy supports tourism destination development.

Table 5.3 Local development strategies and concepts of TSAO show whether they support tourism destination development

| Local development strategies and concepts | Avg. % of total budgeti ng of 4 years | supporti ng (++) or not supporti ng (--) to tourism destinati on develop ment |
|---|---|---|
| 1. Infrastructure and public utility | 42.20 | ++ |
| 1.1 Construct, improve, and maintain accessibility and drainage, and public buildings | 37.77 | ++ |
| 1.2 Construct and improve water supply for sufficient consumption | 1.20 | ++ |
| 1.3 Install and improve traffic and power supplies system throughout the tambon | 3.23 | ++ |
| 2. Promote the local well being/quality of life, socio-culture, | 7.73 | ++ |

Table 5.3 (Continued)

| Local development strategies and concepts | Avg. % of total budget ing of 4 years | supporti ng (++) or not supporti ng (--) to tourism destinati on |
|---|---|--|
| | | |

| | | develop ment |
|---|--------------|-------------------------|
| traditions and local knowledge | | |
| 2.1 Promote morality amongst religions, tradition, and cultures | 0.40 | ++ |
| 2.2 Promote good health for locals and to prevent an epidemic in the tambon | 3.08 | ++ |
| 2.3 Promote and support sport and recreation activities | 0.26 | ++ |
| 2.4 Prevent public disaster and provide contingency plans for public disaster in the tambon | 3.56 | ++ |
| 2.5 Promote public welfare and assistance for local people | 0.31 | ++ |
| 2.6 Prevent and solve drug abuse problems, and support drug rehabilitation | 0.11 | ++ |
| 3. Education and learning | 2.22 | ++ |
| 3.1 Develop and increase the efficiency and effectiveness of education along with developing academic institutes the tambon | 2.22 | ++ |
| 4. Conservation of natural resources and environment | 22.11 | ++ |
| 4.1 Waste disposal system development | 1.72 | ++ |
| 4.2 Restoration of natural resources and environment | 18.20 | ++ |
| 4.3 Conserve natural resources and environment | 2.19 | ++ |
| 5. Political and local governance | 4.40 | ++ |
| 5.1 Promote and develop local management and governance in the tambon | 4.36 | ++ |
| 5.2 Promote, develop and strengthen communities in the tambon | 0.04 | ++ |
| 6. Economy and tourism | 21.11 | ++ |
| 6.1 Develop and promote people's occupations including the supplementary occupation | 18.42 | ++ |
| 6.2 Support tourist security | 2.69 | ++ |

Table 5.3 (Continued)

| Local development strategies and concepts | Avg. % of total budget ing of 4 years | supporting (++) or not supporting (--) to tourism destination developme nt |
|---|---|--|
| 7. Information and communications Technology | 0.22 | ++ |
| 7.1 Promote and develop information and communications technology in the tambon | 0.22 | ++ |

From table 5.3 it shows that every local development strategy supports tourism destination development and tourism destination planning of Gunn and Var (2002) and Howie (2003). For example, TSAO tries to provide adequate public utilities and infrastructures to local communities where there are tourist attractions. Moreover, TSAO tries to develop the tambon in accordance with sustainable tourism destination development of Jamieson (2006) such as by enhancing the quality of life of local people through improved health, care, shelter, nutrition, and access to education and income-generating skills, improving and managing tourist attractions in a way that maintains the balance between stakeholders' different and conflicting needs and value systems.

The details of each development strategy can be analyzed in terms of tourism destination development by development strategy as follows.

1. Infrastructure and public utility

It reveals that most of the annual budget was spent for the infrastructure and public utility development strategy. In this case, the projects launched for this strategy can imply

that they support the concept of tourist destination zone development. The basic infrastructures are provided to enhance the well being of local people and are expected to encourage foreign and domestic private investors to make more investment in the tambon, as TSAO said. Hence, the projects launched for this strategy are in accordance with the concept of tourism destination development of Gunn and Var (2002) and Howie (2003). However, there are some projects with low-quality infrastructures and they did not satisfy the local people who were directly involved e.g. the case of a road in the area of Nai Yang beach, lack of hard shoulders along the road linking Nai Thon beach with road 4031, flood problem at some parts of road 4031. The examples of obstacles of development in Nai Yang beach are the conflict of interests among private sectors, SNP, and TSAO, the public area encroachment, too many shops along the beach, the insufficiency of basic infrastructures, the different image of place that was developed by TSAO and SNP, the different views of local fishermen and tourists about fishery house as well as the messy picture of unused long-tailed boats and fishing equipment spread down along the beach. All struggles for development in Nai Yang beach needed the collaboration of stakeholders to solve problems and strengthen tourism benefit of local people.

The majority of budget was planed for 'constructing and maintaining accessibility, and drainage and buildings'. The roads and streets were constructed to link communities in the tambon or link communities with tourist attractions. We may conclude that such roads and streets were built to serve both local people and tourists in line with the tourism destination development concept of Gunn and Var (2002). However, there are many roads and streets in the tambon that do not have drainage such as road 4031 where there are flood problem in at least 2 areas. There was a lot of grass growing in, which makes the drainage more shallow and such road obstructs the natural water paths from hills. Hence, it was flooded during heavy rain. Moreover, the road that links Moo 3 and Moo 4 with road 4031 does not have enough hard shoulders. When it rain heavily, it may cause soil erosion and land slide, which will damage such roads, especially the road to Moo 4 Ban Nai Thon that crosses over the hill. Additionally, local people and tourists can walk on such hard shoulders or park the car there during an accident. The hard shoulders support the walkable road concept of Gunn and Var (2002) and Howie (2003). On hard shoulders, tourists can walk and enjoy the scenary along the way, the linkage corridor, to attractions. However, the roads along Nai Thon beach and Nai Yang beach are facing soil erosion

problem, which can be seen from the degradation of footpaths. The improvement of roads, drainages and hard shoulders throughout the tambon tends to be include in the next three year development plan.

Unfortunately, the development according to tourism destination development is very different in these two tourist attractions, although Tambon Sakoo has 2 tourist attractions: Nai Yang beach and Nai Thon beach, both of them are in Sirinath National Park (SNP). The landscape of Nai Thon beach appears quite well-organized with the road with footpath and car park areas on the hard shoulder, accommodations and tourism services along the road, sunbathing chair arrangement, massage tent and basic infrastructures e.g. power supply, lampposts, water supply and waste bins. This is because Nai Thon beach has only 1 kilometer of coastline, and TSAO is the only authority responsible for developing the beach. In this case, it might be good to have only one authority in charge of the tourism destination development in order to cope with the conflict of interests among stakeholders. In terms of tourism destination development, TSAO develops Nai Thon beach by cooperation and collaboration with investors, local people, SNP, and the village chief.

Nai Yang beach has poorly organized landscape according to tourism destination development. Although Nai Yang beach has natural resource with the potential to attract both domestics and international visitors, it seems to have many problems. The problems can be seen obviously because the beach is developed by two authorities: SNP and TSAO. The coastline of Nai Yang beach is approximately 13 kilometers. TSAO is in charge of the area in the middle of the area in jurisdiction of SNP. The area of SNP has good resource management. SNP manages its area by zoning, including reserved area, protected area, and recreation area, in line with laws and regulations. The recreation area of about one square kilometer is located in the area of Ao Tung Hnung, the northern part of Nai Yang beach. Moreover, SNP provides tourist facilities e.g. tourist information center, camping site, multipurpose house at beach front, restrooms and shower rooms, and car park area. Moreover, the accommodations, a 100 seats convention hall, souvenir shops and restaurant are underconstruction. The under-construction projects of restaurants and souvenir shops of the SNP is the solution to beach encroachment provided for local people who have restaurants in the problem area (within the area of SNP). SNP also provides separate garbage bins in order to recycle waste, and it also has mobile rangers who prevent natural

resource invasion in its area. Moreover, there is a patrol station of Nai Yang beach located in the area of SNP, which ensures the security of tourists and local people on the beach.

Conversely, the evidence of TSAO's poor organization is the beach encroachment of restaurants and shops together with the poor condition of the road, and insufficient basic infrastructures according to tourism destination development e.g. electric cables and lampposts along the road, restrooms and shower rooms, water supply, and car park (the provided area is not enough during high season). Further, the road along the beach is congested due to the narrow lane and bumpy surface, although TSAO has tried to develop its area by providing roads, footpaths, hard shoulder, car park, waste bins and disposal service, massage house and fishery house. The bumpy surface of the road is due to the low-quality road construction; this road is bended and narrow, because of TSAO have to avoid the deforestation of beach trees due to the enforcement of the National Park Act and the Forest Act. TSAO has the authority to take care of this area.

The differences between the appearance of SNP's area and that of TSAO's area along Nai Yang beach can bring about the conflict of the place's image. Moreover, the TSAO's area is located in the middle of SNP's area, so it shows the obviously different image of place and its components. SNP's area has a ventilative beach-tree forest, whilst the other side has many shops and sunbathing chairs on the beach. TSAO has tried to develop its area by constructing public facilities according to its own consideration; meanwhile, SNP provides only a road and hard shoulder together with car park area in order to conserve the scenery. These are the example of struggles for development in Nai Yang beach that needs collaboration among stakeholders in line with tourism destination development. The examples of struggles for development emphasize the need of collaboration among stakeholders to cope with conflict of interests and problems arising from the expansion of tourism industry in Nai Yang beach.

In accordance with TSAO's construction projects for tourism destination development, there were many projects launched to improve tourist attractions e.g. the landscape improvement of Nai Yang beach and Nai Thon beach, the construction of view point on the top of a hill in Moo 4 Ban Nai Thon near Nai Thon beach, and the construction of the court case building along Nai Yang beach (totally destroyed in 2006). Those landscape improvement projects were aimed at managing resources and making the attractions more attractive to tourists,

whilst the view point was constructed to be a new attraction near Nai Thon beach. In addition, TSAO intended that this project would draw more tourists to the tambon and provide more roads for local people and tourists traveling to the nearby areas, because it needs to construct new routes connecting attractions and communities. The landscape improvement projects have been done but the construction of view point has not due to inadequate financial support.

According to the discussion of shared facilities of Howie (2003), there are 2 local facilities, the massage house and the fishery house; both of them are located in the area of Nai Yang beach and were constructed by TSAO. These public buildings are aimed at supporting the occupation of local people, as TSAO proposed in the three year development plan. There are 2 different views on these facilities: the view of the direct users and that of the indirect users. Local people think of these buildings as the place of their daily life, rather than part of a tourist attraction. Contrarily, tourists consider these buildings a part of Nai Yang beach, but the local way of living is the intangible element of tourist attraction. Although tourists just temporarily stay in the place where local people consider their home, they are a source of local people's income and bring benefit to tourism service business, which influence local economy.

In the case of fishery house, the different perception of this building to local fishermen and tourists and the messy building area may cause problems to tourism destination development. This building was built after the Tsunami disaster as a place for fishermen to sell their products. Generally, fishermen work off the coast of Nai Yang beach. Their long-tailed boats are anchored about 2-4 meters off coast, and most of them are anchored around the estuary within the SNP and along the coast at the fishery house in the area of TSAO; unused long-tailed boats are laid along the beach upside down. It appears that fishermen benefit from the fishery house and the fishermen's way of living is the intangible element of Nai Yang beach just as Rawai beach, but Nai Yang beach doesn't has a fishing pier. Further, some fishermen built their houses located near the fishery house. Although these houses are not the shared facilities, as Howie (2003) discussed, but they are located in the attraction area. Thus, it is unarguable that they are the intangible element of Nai Yang beach as well as the people and the way of living. The messy picture of fishing equipment spread around the fishery house on the beach might be unpleasant for the tourists. The conflict will emerge when one stakeholder can not tolerate the other i.e. fishermen and entrepreneurs whose businesses are in the beach area. However, the

unused long-tailed boats scattered along the beach ruin the well-arranged image of Nai Yang beach too. The suitable place of fishery house at Nai Yang beach should have been considered since the planning stage.

In this case, a public building in a tourist attraction should be built with environment friendly design, and the design should go with the overall theme of the attraction. The building design can affect the image of the attraction and the tourism destination zone. TSAO has to determine the suitable design of public buildings according to the image of the tourism destination. Optimistically, it needs regulation enforcement to control the design and coordination with the private sector. The neat look of house, and buildings in the area of a tourist attraction needs to be taken into consideration in tourism destination zone management.

Considering the infrastructure and public utility construction projects, TSAO tries to support both of local development and tourism destination development. TSAO considers that tourism is the alternative source of income for local people and itself. TSAO therefore provides a solid foundation, in these aspects, for future economic growth and significantly improved the well being of the local people; these things are expected to encourage investment from both Thais and foreigners. TSAO also provides other public utilities e.g. village tap water distribution, power supply and lampposts along roads and streets, signage along the roads giving information for tourists and local people, etc.

There are some other basic infrastructures and public utilities that are not provided or significantly improved e.g. telecommunication and postal network, transport network, the public health center, etc. To develop these public utilities, TSAO needs to cooperate with other authorities. It is because of many of these public utilities are under the control of authorities outside the tambon. For example, the TT&T Phuket branch is responsible for fixed-line phone and telecommunication facilities in the tambon, the Thailand post Co., Ltd is responsible for postal network which has a post office branch in Moo 1 Ban Nai Yang; the provincial public health center is responsible for the fundamental public health center in the tambon and there is also a village health center in Moo 1 Ban Nai Yang, etc. Facilities that were not included in the three year development plan are the management of agriculture and husbandry, forestry, marine life, the management of environment and the management of public facilities. Moreover, the transportation plan was also not included in the three year development plan. This means there

was no plan concerning bus or any taxi service that serves local people or even tourist traveling in the tambon.

2. The promotion of local well being/quality of life, socio-culture, traditions, and local knowledge

In this case, local people are the center of local development and are the intangible element of the attractions; the development projects launched for this development strategy are expected to create a better community that leads to local people's lives. The development projects in this strategy are provided to serve the fundamental needs of the locals, such as by promoting the hygiene of food to food enterprises, restaurants, and related businesses, promoting sport and exercise, supporting public health activities, providing the equipment for the public contingency plan, providing adequate social welfare, promoting drug rehabilitation, giving the financial support to sport and recreation activities, etc. These projects support tourism destination development. TSAO believed that if local people have good quality of life and are surrounded by good socio-cultural environment in a safe community, the visitors will be able to feel the locals' happiness. This impression will become the intangible element of the tambon, or the charm of Tambon Sakoo. This charm will make visitors feel safe and want to visit to the tambon again and again.

Moreover, TSAO promotes the intangible value of local community through traditional activities e.g. the Suad Klang Ban (village merit-making), which is held in April every year, Muslim activities, Songkran festival, the field trip of local people, Children day activity, etc. In addition, some traditions can be promoted as cultural attractions e.g. the Suad Klang Ban which TSAO is trying to promote it as a cultural attraction of Tambon Sakoo.

3. The promotion of education and learning

The projects launched for this development strategy support tourism destination development because they are aimed at developing local people, who are the intangible element of attractions in the destination zone. TSAO provides the supplementary occupation courses for locals, which help local people to be more self-reliant amidst changes caused by from external

factors e.g. the world economic situation, oil price situation, seasonality of tourism, etc. Education is essential for community empowerment.

However, TSAO seems to provide less support for the education related to tourism destination development. Although TSAO has provided an English course for students and local people, it turns out that only a few people participated and there was no course in more advanced levels provided. In order to achieve the desired result, there should be the evaluation of participants and more courses in more advanced levels. The equal opportunity of local people to take such courses is also important. Further, there are many sorts of knowledge useful in developing the human resources or local people who are involved in the tourism industry in the tambon e.g. visitor management, hospitality and services skill, cross-culture understanding, the SMEs management for tourism businesses, etc. Hence, TSAO has to promote or provide supplementary courses related to tourism for local people and its authorities, as Jamieson (2006) proposed that there should be training courses for human resources in every aspect concerning 'sustainable tourism destination development'. TSAO has to cooperate with other organizations, which are academic institutes, higher governors, NGOs, international education agencies and other organizations from the private sectors. These organizations can provide useful assistance such as funds, scholarship or internship for students in the tambon, knowledge and know-how, etc.

In other words, the curriculum initiated from the ministry of education might not suit circumstances of Tambon Sakoo in providing human resources for tourism destination development. In the near future, schools will be transferred to local administration organization to control and develop the education in local area. However, transferring of schools in the tambon to local government organizations or TSAO, there might be conflicts due to TSAO's weakness point on the structure of administrative work, which might finally affect the quality of the education.

4. The conservation of natural resources and environment

In short, this strategy comprises 3 main aspects: waste disposal, natural resource restoration, and natural resource conservation. Waste disposal has been done by providing trash bins for every household in the tambon together with purchasing 3 garbage trucks to collect

wastes. The waste is transferred to the Phuket incinerator, operated by Phuket City Municipality, near Saphanhin. However, TSAO does not implement the garbage separation campaign in line with Sirinath National Park. The other projects of this strategy are provided to maintain the scenery along the roads throughout the tambon, the linkage corridor in the destination zone, for example, planting trees along the roads, constructing artificial coral in the sea off Nai Yang beach and Nai Thon beach, etc.

The restoration and conservation of natural resources have been planned only in the construction projects e.g. the construction of embankment at Nai Yang beach and Nai Thon beach, the landscape improvement of Nai Yang beach and Nai Thon beach together with Khum Num Kheaw natural reservoir, and the construction of pier, etc. TSAO does not provide or promote campaigns that inform local people about to the sustainable consumption of finite natural resources. TSAO provides only beach cleaning campaign and it shows no serious regulation enforcement concerning issues in the way it controls hotels and service businesses in the tambon, although there seemed to be a serious concern about sustainable environmental development as TSAO proposed in the SWOT analysis of the tambon. Although TSAO had planned to conserve and recovery natural resources at 22% in 2005, there was no budget spent on this development strategy, considering the completed projects of 2005. Nevertheless, the liquid waste disposal attempt of TSAO is shown in the waste water treatment plant construction project, and the recovery of natural drainage stream and natural water resources within the tambon. TSAO authority said that they schedule hotels' waste water treatment regularly. However, there is no clear measure to solve the low soil quality problem.

Moreover, the environmental regulation enforcement is needed to conserve the environment of Nai Yang beach and Nai Thon beach, because the large scale construction projects i.e. the 4-5 star resorts and service apartments, such as Dewa Phuket Resort and Residence and Pearl of Nai Thon respectively. They are expected to open at the end of 2008. TSAO needs to have more proactive development projects to cope with the changes caused by these projects related to the degradation of natural resources and other environmental issues. One of the consequences from a lot of modern tourism facilities and accommodations established along the beach is that the sea turtles will never lay their eggs there. This might be because there are a lot of lights and noise together with crowded people along the beach. Thus, there will not be

the Dearn Tao tradition (people walking along Nai Yang beach and Mai Khao beach to find sea turtles' eggs) as maintained for 20 years before.

5. The promotion of political and local governance

Although the development projects launched for this strategy are indirectly involve with tourism destination development, they influence the attitude of local people towards tourism industry. For example, TSAO tries to promote the democracy in the tambon through election activities e.g. the new election of the chief administrative officer of TSAO and the tambon council members. To do so, it emphasizes that local people have the right to choosing their own leaders and the direction of local development as well as dismissing TSAO council members or even the chief administrative officer of TSAO. Moreover, the promotion of local participation in local development planning can create the good solution to beach encroachment problem in Nai Yang beach as well as new ideas in community development, which may lead to community tourism plan and implementation.

6. The promotion of economy and tourism

As for economy, the projects launched for this development aspect contribute to self-reliance of local people, which means they will not be overly dependent on tourism industry. TSAO implemented only the projects that are aimed at supporting either main or supplementary occupation of local people and the projects offering training courses, in cooperation with PPAO, e.g. Thai massage, and batik production. The construction projects initiated in this strategy were aimed at supporting the main occupation of local people. The projects include the following constructions: the fishery house and massage house in the area of Nai Yang beach, the embankment for agricultural purpose at Nai Yang and Nai Thon beach, the OTOP center and fresh produce market at Ban Nai Yang. Moreover, TSAO also give financial support to saving groups and existing occupation groups so as to strengthen communities.

As for tourism, TSAO did not have an individual tourism plan or projects aimed at developing tourism in the tambon. TSAO initiated only few a projects for this strategy, including establishing the tourist assistance and service center at Nai Thon beach, installation of

warning signs ‘do not swim during monsoon’ and ‘sharp curve’ in Nai Yang and Nai Thon beach i.e. ‘Do not swimming during Monsoon’ and ‘Sharp curve’.

Nevertheless, TSAO does not have any specific plan aimed at preparing the tambon growth of accommodations and tourism services/facilities along Nai Yang and Nai Thon beach. Although the infrastructure and public facility development is needed to support those investments, sociocultural issues concerned must be considered as well. Those investment are expected to open around the end of 2008, local people in the tambon will unavoidably be affected by the changes, e.g. traffic jam, mushrooming buildings and the designs of the new buildings which do not go with the building of National Park, expatriate labors from other regions, people in the agricultural field turning to tourism industry for higher income, the decline of micro and small businesses of local entrepreneurs, the businesses related to tourism industry establishment.

7. The promotion of information and communications technology

The findings show that TSAO does not consider the information and communications technology a high priority for the local development. Moreover, the training course related to information and communications technology for local people and its authorities are insufficient to serve its rapid growth. TSAO can raise funds for this aspect by collaboration with academic institutes, private sector organizations, international NGOs, PPAO, etc.

In conclusion, tourism destinations need to be developed with the integrated manner of local development and destination development. According to destination concept of Gun and Var (2002) and Howie (2003), we can say that local development projects are in some ways, also the destination zone development projects. TSAO launched many projects aimed at providing a better community and a better life for the locals in the tambon. Although TSAO has done its best to develop the tambon with the limited budget and time, there are also many development aspects that TSAO does not take into account in order to prepare the tambon for tourism destination development or even local development, as discussed above. The following is the local satisfaction of local people towards local development initiated from local development strategies of TSAO in the three year development plan of 2005-2007, and 2006-2008.

5.2.2 The levels of local satisfaction, participation, and opinions towards development direction in Tambon Sakoo which was initiated from the development strategies of the Tambon Sakoo Administration Organization

The findings suggested that most respondents were satisfied with the benefits of the development projects of TSAO despite the level of satisfaction being 'fair'. However, some respondents felt many projects were not the direct solution to the community problems, therefore they were of little or no benefit to them. Others realized and understood the advantage of such projects and considered them to be of major benefit to the local community.

Levels of satisfaction and agreement concerning participation varied from village to village. Surprisingly, the differences among the villages in level of satisfaction with local development were significant. For example, respondents from Moo 5 clearly had lower satisfaction and agreement levels than those from the other villages. So, we may assume that there might have been inequalities in development in different areas.

Additionally, the respondent interview conducted by a researcher reveals that they were hesitated to judge the performance of TSAO in extreme levels. They said although they were not satisfied with the development, they decided to score it in the fair level. The Thais' characteristics should be taken into account when interpreting the results, especially when it turned out that some local residents hesitated to evaluate the performance of TSAO. To support this argument, we use the Hofstede's Four Dimensions of Culture, which describes the Thais' characteristics, in this case, or the characteristics of local people in Tambon Sakoo: This are 'High Power Distance (Hierarchy)', 'Collective (Group Oriented)', 'Soft (Relationship Oriented)', and 'High Uncertainty Avoidance' (Wright, 2006).

Considering the Thais' characteristics, the acceptable local development of TSAO ranges from the mean score 3.41 to 5.00, because those development aspects are in satisfied levels. The assessment criterion is proposed in the chapter 3. This evaluation is also adopted from ERIC (2006). To do so, the items showing mean scores at 3.41 or more will be interpreted as having reached the acceptable local development stage or may imply that the

sustainable development has been achieved, because the items in satisfied levels were likely to be scored without hesitation.

The development issues that are under the level of sustainable development of this research are shown as follows: -

- (1) The tourism development in the tambon.
- (2) The economic development in the tambon.
- (3) The infrastructure and public utility development.
- (4) The promotion of local well being or quality of life, socio-culture, tradition, and local knowledge in the tambon.
- (5) The conservation of natural resources and environmental development strategy-although local people recognize the importance of natural resource conservation and often participated in the campaign.
- (6) The development strategy of political and local governance promotion, including the transparent governance of the organization.
- (7) The promotion of occupations for local people, such as shop zoning in Nai Yang beach and the tambon: there is insufficient and improper development in this aspect.
- (8) The contingency plan and promotion of public awareness about public disasters-the plan and promotion in this aspect were insufficient.
- (9) The promotion of information and communications technology development in the tambon.
- (10) The equality and thoroughness of development for local people.
- (11) Local people obtain direct benefits from development projects.
- (12) The TSAO's local development is appropriate to internal and external factors.
- (13) The meetings conducted by TSAO-local people were informed of the meetings but did not participate in.
- (14) The public relation as well as news and information distributed to local people.
- (15) The local participation in the following development activities: meetings conducted by TSAO, local development plan process, the occupation association and saving fund

in the tambon, the infrastructure and public utility development, supplementary knowledge courses, the public disaster contingency plans or training courses, the development of tourist destinations within the tambon, the development of economy the tambon, the conservation of natural resources and environment, the waste disposal and cleaning campaigns in the tambon.

Although Phuket is at risk of Tsunami disaster, only a few attempts have been made concerning the contingency plan or public awareness about the disaster Tambon Sakoo, considering the questionnaire results and interviews. Moreover, the local people felt the Tsunami warning tower on Nai Yang beach needed more attention from the authority than this.

However, it does not mean that these developments of TSAO are the worst, but they just not satisfy the majority of respondents. Thus, the local development direction of TSAO may need to be revised. It is hard to assess the local development with only one instrument or one single person. There might have been projects aimed at local people's long-term benefits but are not mentioned in this research, or even in the three year development plan itself.

In addition, the development issues assessed as having reached the acceptable local development also needed to bring greater benefits to local people and all stakeholders in the area. The example of those developments include: -

(1) The promotion of education and learning development within the tambon-but there were only a few local people participated and some local people thought that there were still insufficient projects for the locals.

(2) The promotion of waste disposal system in the tambon: TSAO does not have specific projects of liquid waste disposal system, garbage separation campaign, and a project of cleaning and keeping the trash bins.

(3) The water supply, with which most local people were satisfied because they have subsurface groundwater pit and some of them have the village tap water. However, the water supply is inadequate for consumption during summer.

(4) The local people agreed on these issues: the alternative tourism should be encourage in the tambon, the membership of both occupation and saving fund associations in the tambon benefits the locals; the conservation of natural resources and the environment, the direct benefits of tourism.

(5) Participation in local activities and traditions.

Unfortunately, the respondents from Moo 5-Ban Bang Ma Laow-seemed unsatisfied with the development of TSAO, considering the satisfaction and participation levels which are lower than those of the other villages. These are as follows: - the 'equality and thoroughness of development distribution in the tambon', 'the development strategy of political and local governance promotion'. These in turn are compatible with the low satisfaction level to the 'transparency of TSAO', 'the appropriateness of occupation promotion and shop zoning in the tambon', 'information and knowledge distribution for local people in the tambon-although there is a news distribution tower located in the area of the mosque', and 'participation in the meetings conducted by TSAO'. From these points of view, it might lead to those respondents being unsatisfied with 'the education and learning promotion in the tambon', whilst most of the local people are satisfied with it.

Further, there have been the conflicts of interest between the chief administrative officer of TSAO (at the time this research was conducted) and the village chief, so the villagers concluded that there were fewer developments in their area than other villages, considering the interviews and the researcher's observation. The reason may come from the unsolved flooding problem along the road 4031 in the area of Moo 5. The villagers were unsatisfied with this issue and so they might have the other issues with disapproval. Moreover, they considered the word of month which was the rumor about the behavior of TSAO authority. These are the highly subjective points of view that need to be solved urgently if the harmonization in the tambon is important to local development. Nevertheless, the research indicates that the majority respondents of Moo 5 were finished vocational schools, followed by secondary schools, and primary schools respectively. The majority respondents of Moo 5 were Muslim (97.4%), and they were self-employ, followed by general employment. Hence, TSAO needs to set the priority for the development projects and/or special development plan to fit and to satisfy the unique characteristics of residents of Moo 5. In this case, the different religions are not part of the problems, but the developmental inequality and low income of residents of this village should be considered.

On the contrary, the local people from Moo 3-Ban Sakoo and Moo 4-Ban Nai Thon seemed satisfied with development of TSAO as research suggested. This is because the

visible developments: the accessibility and drainage construction, power supply for all over the villages, financial support for kindergarten and schools, social welfare for the elder, etc.

In conclusion, there are only 3 development aspects that reached the sustainable development as research suggested. These development aspects are 'the promotion of education and learning', 'waste disposal service', and 'water supply', which were only small aspects of local development and tourism destination development in jurisdiction of TSAO. Respondents also had low satisfaction level towards participation in development process of the tambon. Moreover, the development projects were unevenly distributed among villages. Therefore, the local and tourism destination development of Tambon Sakoo should be revised since the stage of planning, which includes: setting goals, objectives; analyzing alternative concepts for development; and identifying action strategies. The real local participation in community meetings to identify local problems and to find the solutions is the essential first step of the sustainable tourism development in Tambon Sakoo.

5.2.3 Local participation in the local development and tourism destination development

As Gunn and Var (2002) argued that the planning process today is becoming much more interactive between decision-makers and stakeholders. If the local plans are aimed at the benefit of local people in every aspect of their lives, so the locals should be allowed to participate in the local development. Particularly, Tambon Sakoo has 2 tourist attractions and local people/entrepreneurs understand the negative and positive impacts of tourism. So, it is important that local people participate in local development process and/or tourist attraction development. The consensus of community meetings including stakeholders in certain tourism areas will show the real needs and proper solutions to the problems. They are more likely support projects from such meetings than those from the order of higher government agencies as WTO (2002) stated that participation of local communities in tourist attractions development and management, such as for national parks, will bring economic benefits to the communities and encourage their support for conservation of the natural or cultural heritage.

Regarding the questionnaire results, the participation level of respondents in local development processes was very low. The examples of these processes are ‘participating in meetings, proposing the suggestions in the meetings, suggestions proposed were visibly implemented by TSAO’, and ‘evaluation and monitoring’, together with ‘participating in development strategies’, which were shown in the finding chapter. This might imply that the low participation level was due to the frequency of participation in such activities and the amount of information received about the activities. In other words, the more participation and good attitude the locals have, the more they are satisfied with such projects. The information distributed in the tambon included the information obtained in community meetings or consultative meetings, information from TSAO such as the project announcements and general information related to local people such as about health care, the information about the contingency plan for public disaster and information about cooperation among local groups, etc.

However, the participation level of local people in Tambon Sakoo can be described with typology of participation (Pretty et. al., 1995) in ‘*Participation in Information Giving or Passive Participation Typology*’. In this stage the local people are only told what has been decided or has already happened: there are only unilateral announcements by the project management, people’s responses will not be listened; local people do not have the opportunity to influence the proceedings.

However, the public hearing may delay the projects that need a quick decision-making, as the authority said. Moreover, some local residents are apathetic about local development and associations in the tambon. Further, the local people generally has difficulty in understanding difficult terms of development process, and the public hearing may consume a lot of resources, such as time, human resources, budget, etc. Or the failure of participation in tourism and local development in Tambon Sakoo corresponded with the seven barriers to local participation in tourism planning which written by Jenkins (1993). Furthermore, the low participation level in development process of Tambon Sakoo might result from the ‘social power’ (Sofield, 2003) of local authority and Thais’ characteristics. Nevertheless, such powers together with the Thais’ characteristics expand social gap between authorities and local people, which weakens the promotion of local empowerment within the tambon.

In conclusion, the developmental obstacles found in this study might arise from the trials and errors of both the local government and the local people. Hence, the support from NGOs and higher government agencies is needed to immunize and ensure the real local participation in the strengthening of communities. The supports should emerge with due care in balancing the degree of control, the amount of resources belonging to the local area with all stakeholders and outside powerful experts. TSAO should provide more knowledge of tourism activities to local people so as to prepare and empower them for impacts arising from tourism; TSAO should utilize its power to prepare the local area for large numbers of investment projects and to prevent the local assets, i.e. natural resources, land, the ownership of tourism-related enterprises so as to distribute the benefits from tourism to the local people within the tambon.

5.3 Recommendations

5.3.1 The local development aspect

TSAO should allocate more of their budget to long-term development projects and not invest in only the infrastructures and public utilities within the tambon. The example of this comprises of the well being of locals, education and learning within the tambon, the conservation of natural resources and environment, the strengthening of the community, information and communications technology. In do so the local people will improve themselves in self-development. They will then find solutions to help solve local problems, which in turn will lead to network assistance as a cluster, and the community will strengthen.

From the discussion of local development strategy and local participation towards local development plans and projects, it shows that the community plan should be revised from the beginning. Thus, it might be useful to adapt the Community Development Plans (CDPs), which was part of the self-sufficiency Economy Philosophy of H.M. King Bhumibol Adulyadej of Thailand, to the local development planning. This plan aims to encourage the local people to initiate their own development plan which is developed during consultative meetings, This plan needs support from the local authorities to make it more realistic.

The planning process is illustrated as follows:

1. Community members, who are sufficiency at the household level, organize a consultative meeting to share the understanding of the purpose of the community development plan, its benefits and applications for the community.

2. After having learned the CDP objectives, community members join together to explore the information and data related to situations of community-local potentials and obstacles i.e. income and expenditure, natural resources, public utilities and services available, etc. Some sets of data such as expenditure and income are collected by community committee with cooperation of all villagers, some are searched from government agencies; some may be extracted from the experiences of the community members.

3. Then community members convene another meeting for presenting and discussing the obtained information/data. From such discussion, the members will learn the strengths and weaknesses of their community.

4. The meeting leads to forming a shared vision in developing one's own community, with a work plan to make that vision come true. For example, the vision can range from developing the OTOP of occupation groups or the fresh local produce to improve in quality so as to serve hotels in the area, leading to self-reliability of local people, renovating the saving fund of each village for more effective operation in line with self-reliance, etc.

5. In case the community members are unable to figure out the solutions, they may need to visit other communities, so as to learn from the experiences of external sources. Throughout the process of the local development plan, learning among people or learning from those who are succeeded are encouraged, rather than passively listening from government officers or experts.

6. The forward steps from this will hold within the TAO who were the developer of the tambon. Representatives of the community propose plans or projects to the TAO's council and TAO's committee, then they will conduct the meetings so as to prioritize local problem in line with local policies and higher government direction.

7. The TAO initiate the development strategy and development plan, then formulate the projects, allocate budget, and set procedures.

8. In the implementation stage, local people should take part in monitoring and evaluation of projects or the TAO themselves so as to acknowledge the progress of such projects

they proposed, this can lead to empowerment of the locals into self-governance. Although local people normally observe the project implementation, they usually ignore making any comment to TAO.

The tambon chief and village chiefs, who were the conservative power in local area, can help local people in preparing the local development plan. Other experts or academic institutions provide knowledge that is compatible to the local people and unique characteristic of the area such as training course, opportunities to study both in formal and non-formal education, scholarship support, etc. These applications of knowledge provided to local people needs consideration and prudence.

Moreover, the TSAO who is the destination manager (WTO, 2004) can provide the conditions for movement toward greater sustainability. Because tourism is such complex industry which is interdependent in every aspects concerning people's way of life, as Sofield (2003) stated in his work, the TAO should encourage local participation in the local development plan rather than influence those plans into the TAO council and committee, then formulate them into projects, budget, and procedures. Or it could be said that the local people should empower to self-governance of their own area and also discharge the authority whose behavior is improper for the local development. The example of local power in Thailand is in Tambon Hwuey Kone, Amphur Chalermprakiet, Changwat Nan where local people voted to discharge the administrative chief of Tambon Hwuey Kone Administration Organization on January 28, 2007 (Komchatluk, 2007).

In accordance to the objectives of this research, the implication of local development plan for tourism destination development of Tambon Sakoo, this community development plan guideline can be adopted by tourism destination development plan as well as local development plan.

5.3.2 The tourism destination development aspect

According to tourism planning in destination zone concept of Gunn and Var (2002), the TSAO tries to conduct the public services to serve both visitors and local people but there are some basic elements that the TSAO did not mention such as: 'attraction complexes (clusters) that meet market needs', 'the efficient and attractive transportation links between cities and attractions'. These issues concerned will bring about tourism destination within the tambon achieving the sustainable tourism development if the TSAO implement them in a realistic way. Particularly, the TSAO should develop tourism attractions or potential tourism asset to meet market needs. To do so, it needs 'marketing research' and 'individual tourism plan of the tambon'. Optimistically, the tourism plan can be integrated with local community plan as Gunn and Var (2002) and Howie (2003) suggested. TSAO has to face the obstacles of the integration of tourism planning into the traditional community plans as Dredge and Moore (1992) discussed, but good leadership of the TSAO authorities who are responsible for the tourism development and collaboration between stakeholders is needed. Again, the TSAO has to collaborate with all stakeholders to interact in local development together with tourism development within the tambon. There are many forms of community participation that the TSAO can adapt into its area such as village tourism, agrotourism, or ecotourism, as the WTO (2002) suggested. There are examples of community participation in tourism development that Jamieson (2006) proposed in his work which is 'the management of urban tourism destination: the case of Klong Kwang and Phimai, Thailand, and the successful community participation and management of village tourism of Tambon Ampawa, Changwat Samutsongkram (Manager, 2007).

To be more specific to the context of Tambon Sakoo, the recommendations can be defined as follows.

There are many micro, small, and medium size enterprises related to tourism industry i.e. small hotels, guest houses, car rental operators, tour operators, restaurants, dive equipment shop, kite board school and equipment shop, tailors, shops along the beaches, within tambon Sakoo. This means tourism directly benefits the local people, as questionnaires result suggested. On the contrary, they need to strengthen themselves so as to promote and to empower to tourism development within the tambon. The local entrepreneurs can form to become the

'tourism enterprises association of tambon Sakoo' which cooperates with each other. The cooperation can promote tourism activity together with the Sirinath National Park in terms of eco-tourism, sea turtle conservation, or marine tourism. Further, the cooperation can assist Sirinath National Park in establishing sensation of the natural resources and environment conservation in local people and youth, cooperate with other authorities to hold the kite board activity in Nai Yang beach-there have the equipments available at the kite board shop in Nai Yang beach, or cooperate to promote the cultural tourism with due the 'village merit tradition or Swuad Klang Ban tradition', the tradition held on April of every year. The unique characteristic of the community of tambon Sakoo can be developed to promote cultural tourism, as the research result of Chulalongkorn University (October, 2005) suggested in opportunity of Tambon Sakoo and tambon Maikhao (Zone 1). Regardless, this association can help promote the OTOP through their own outlets.

Further, there are recommendations which may useful to promote tourism within tambon Sakoo; it can be shown as follows: -

(1) The TSAO should establish the tourism responsibility (taking care of tourism activities and other relevant issues), or facilitate the stakeholders in tourism industry within the tambon. This tourism responsibility can be assigned to the appointed staff or the individual tourism department within the organization. The TSAO can enlarge the job description of the authority in the 'department of education, religion, and culture'.

(2) The TSAO should initiate more tourism promotion activities or projects proposed within the economy and tourism development strategy.

(3) The TSAO, together with representatives from tourism sectors in the local area, can coordinate with outside experts so as to initiate its own individual tourism plan. The outside experts can come from many fields related to tourism such as town planning and management, environmental conservation, business management, tourism planning and management, etc.

This plan will assist the TSAO in its proactive acts to cope with tourism and its impacts arising within the tambon.

In conclusion, the TSAO should launch a specific projects or tourism plan aimed to prepare the locals to proactive and responsive to changes arising from such growth in attractions, e.g. infrastructures and public facilities: roads and drainages, car park, traffic system,

electricity poles and electricity cable wiring, water supply, waste disposal, the regulations of environment conservation, telecommunication services, etc. Moreover, the socio-culture and economic aspects e.g. the demonstration effect due to the increase number of foreigners visiting attractions, quality of local employees to serve to tourism industry, life and asset security, health care services, criminal protections, prostitute problem, the destruction of agricultural and fishery occupation within the tambon, etc must be concerned. The local economic structure within the tambon may change in the way that serves tourism industry. Eventually, it will bring about the over-dependency on tourism of the local community, that community will be risky to the fluctuation of global situation and natural disasters.

5.4 Recommendations on future research

1. The study of land use development project of Tambon Sakoo or Changwat Phuket.
2. The indicators implementation which directly involve organization development, including performance evaluation, personal evaluation, and public service evaluation.
3. The indicators development toward sustainable tourism development in Tambon Sakoo.
4. The sustainable development in terms of policy development in local authority.
5. The encouragement of local participation in Tambon Sakoo.
6. The potential of tourist destinations in Tambon Sakoo among tourist destinations in Phuket.
7. The town plan development in Tambon Sakoo
8. The possibility of leisure and recreation tourism establishment in Tambon Sakoo.
9. The possibility of ecotourism establishment in Tambon Sakoo.
10. This research did not mention the public services of TSAO which directly involve the local people.

11. This research did not mention about the operation of the TSAO which may effect the efficiency, effectiveness, and local satisfaction to local people.