CHAPTER 2

RELATED CONCEPTS, THEORY, LITERATURE REVIEW

This chapter introduces the related concepts and theories that relevant to destination management and sustainable tourism development, together with general information of Tambon Sakoo and general information of local administration organization including local development directions of Tambon Sakoo Administration Organization. The basic outlines are reviews as follows: -

2.1 Related Concepts and Theories

2.1.1 Definitions of tourism system

2.1.2 Definitions of tourism plan

2.1.3 Definitions of tourist destination

2.1.4 Tourism planning in destination zone/community

2.1.5 Integration of destination planning with community planning

2.1.6 Sustainable Tourism Development

2.1.7 Sustainable Tourism Destination Management

2.1.8 Local participation in Sustainable Tourism Development

2.1.8.1 Community participation

2.1.8.2 Types of community participation

2.2 Tambon Sakoo and local administration organization

2.2.1 Tambon Sakoo general information

2.2.2 The Sirinath National Park

2.2.3 Local authority especially Tambon Administration Organization

2.2.4 Forms and Characteristics of Local Government of Thailand

2.2.5 Tambon Administrative Authority or Tambon Administration Organization's characteristic

2.2.6 Strategic planning process of local authority in Thailand

2.2.7 General information of Tambon Sakoo Administration Organization

2.2.8 SWOT analysis of Tambon Sakoo

2.2.9 Problems and Factors affecting to local development

2.2.10 Strategy and development plan of Tambon Sakoo Administration Organization

2.2.11 Strategic Development Plan within Three Year (2006-2008) of Tambon Sakoo Administration Organization

2.2.12 The monitoring and evaluation of the implementation of projects in the three year development plan

2.1 Related Concepts, Theory, and Literature review

2.1.1 Definitions of tourism system

Tourism is multi-dimensional functions interrelated with all aspects of tourist and destination, activities occurred from either direct or indirect interaction of them. In this report focus on tourism management in destination, understanding the definition of tourism which will useful for tourism management, although it has variety definitions explained and discussed.

Inskeep (1991) had stated that tourism should be viewed as a single system which comprise of interrelated parts. He simplified tourism as system that can be defined, analyzed, planned, and managed in an integrated manner. Further, Inskeep also argued that tourism should be view as socioeconomic sector as well as environmental dimension and utilizing facilities and services that are part of various existing standard industrial classifications. At the same time, the tourism system can be described in economic terms of demand and supply.

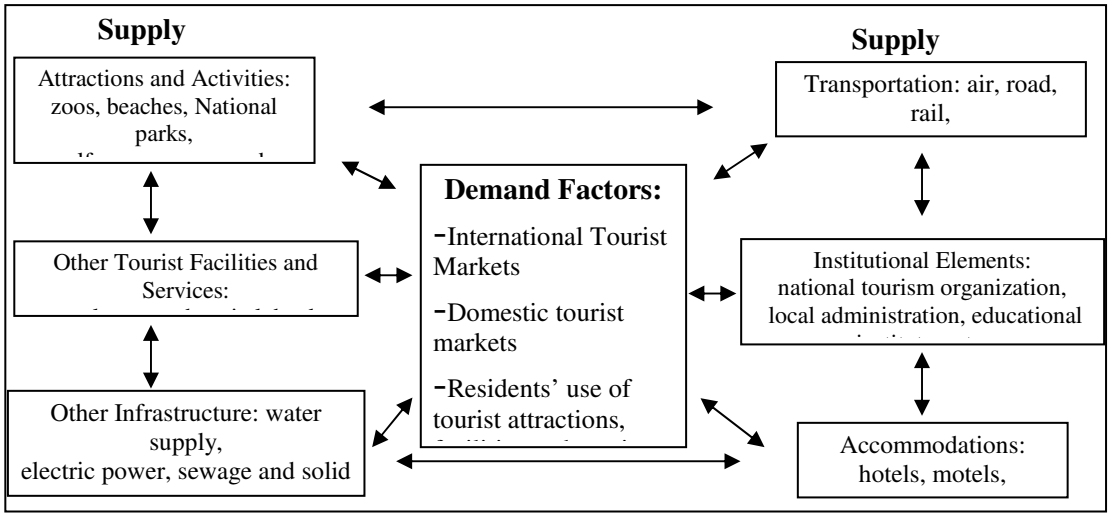
Besides Inskeep (1991) stated that in the planning for tourism development, the concept of tourism as an integrated system based on demand and supply factors is basic to its effective planning and management. Furthermore, the demand and supply sides must be balanced within the framework of maintaining social and environmental objectives.

In addition, Chaisawat, et al. (2002) had stated about the tourism system of Phuket in his writing ‘The Potential of Phuket Tourism Development to be World Class Destination with Sustainability research’, which is Phuket tourism system and its relationships is

explained by stakeholders in the Phuket tourism industry. The system can be viewed as an interrelated system of demand and supply factors.

The demand factors of Phuket tourism system are international tourist markets, domestic tourist markets, and residents' use of tourist attractions, facilities and services. Accordingly, the supply factors comprise attractions and activities, accommodations, transportation, other tourist facilities and services, other infrastructure, institutional elements. As shown on figure 2.1.

Figure 2.1 Phuket tourism systems and it's relationships amongst tourism stakeholders



Source: Chaisawat (2003)

Further, one of suggestion is Phuket should consider controlled growth development, being proactive on consolidation and stagnation stages of Phuket in Tourism Product Life Cycle.

Supply factors can be classified and described as tourism components (Inskeep, 1991) as follows: -

- Tourist attractions and activities-All those natural, cultural, and special features and related activities of an area that attract tourists to visit it.
- Accommodation-Hotels and other types of facilities and services necessary for tourism development, including tour and travel operations (also called receptive services), restaurants and other types of eating establishments, retail outlets for

handicraft, souvenir, specialty, and convenience goods, banks, money exchange, and other financial facilities and services, tourist information offices, personal services such as barbers and beauticians, medical facilities and services, public safety facilities and services of police and fire protection, and entry and exit travel facilitation of customs and immigration.

- Transportation facilities and services-Transportation access into the country, region, or development area, the internal transportation system linking the attractions and development areas and transportation within the development areas, including all types of facilities and services related to land, water, and air transportation.
- Other infrastructures-In addition to transportation, the other necessary infrastructure, including water supply, electric power, sewage and solid waste disposal, telecommunications of telephone, telegraph, telex, and telefex, and sometimes radio; at the development area level, drainage is also an important infrastructure consideration.
- Institutional elements-The institutional elements are necessary to develop and manage tourism, including manpower planning and education and training programs, marketing strategies and promotion programs, public and private sector tourism organization structures, tourism-related legislation and regulations, public and private sector investment policies, and economic, environmental, and socio-cultural programs and impact controls.

Furthermore, in currently situation tourism component should consider information and communication system structure in destination also such as internet provider and services, computer program services, etc.

Nevertheless, discussing tourism as system that easy to analyzing, planning, evaluation, and monitoring with regarded to impacts arises from tourism growth. Tourists have more educated and realized upon such impacts involve interaction between aspects of tourism and local environment. Thus, tourism planning arises to response the reasonable consumption in resources while maximizing benefits to stakeholders. Or it could be said that planning is the proactive management to balance the using and reserving.

2.1.2 Definitions of tourism plan

Rose (1984:45, quoted in Gunn and Var 2002:6) defined tourism planning as "multidimensional activity and seeks to be integrative; it embraces social, economic, political, psychological, anthropological, and technological factors; it is concerned with the past, present and future".

The destruction of natural resources and environmental, socio-cultural, and unfair distribution of tourism benefits derived from unplanned tourism growth or lot of market-oriented development emphasize logical planning to cope with all level of tourism elements together with globalization impacts.

In order to cope with or to survive in changing affected from globalization there must have been 'integrated tourism plan' (Gunn and Var, 2002) that balance all aspects relevant. For example, utilizing resources, land using, physical structure constructions, social facilities, and preparation of manpower upon changing, etc. Nevertheless tourism planning have been discussed in modern stage, it has diversification of such planning that depends on the particular characteristics of destination and tourism.

According to Inskeep (1991) emphasized tourism planning with general planning framework which can describe as follows: -

- *Continuous, incremental, and flexible approach*
- *Systems approach*-Tourism is viewed as an interrelated system and should be planned as such, utilizing systems analysis techniques.
- *Comprehensive approach*-Related to systems approach, all aspects of tourism development including its institutional elements and environmental and socio-economic implications are analyzed and planned comprehensively, that is, a holistic approach.
- *Integrated approach*-Related to the systems and comprehensive approach, tourism is planned and developed as an integrated system within itself and also is integrated into the overall plan and total development patterns of the area.
- *Environmental and sustainable development approach*-Tourism is planned, developed, and managed in such a manner that its natural and cultural resources are not depleted or degraded, but maintained as viable resources on a permanent basis for continuous

future use. Carrying capacity analysis is an important technique used in the environmental and sustainable development approach.

- *Community approach*-There is maximum involvement of the local community in the planning and decision-making process of tourism and, to the extent feasible and desirable, there is maximum community participation in the actual development and management of tourism and its socio-economic benefits.
- *Implementable approach*-The tourism development policy, plan, and recommendations are formulated to be realistic and implementable, and the techniques of implementation are considered throughout the policy and plan formulation with the implementation techniques, including a development and action program or strategy, specifically identified and adopted.
- *Application of a systematic planning process*-The systematic planning process is applied in tourism planning based on a logical sequence of activities.

Further, Gunn and Var (2002) examined that tourism planning have difference objectives and processes; the most popular today is at the *Site scal*e-individual property development for hotels, restaurants, resorts, roads, and attractions. The *Destination zone* can define as a community (or several) and the surrounding area when tourism functions are better understood. In order to determine greatest potential for a larger area, *a Regional scale* (nation, province, state) of planning is needed.

This research focus on tourism management in destination zone regarded to authority of local administration organization, Tambon Sakoo Administration Organization, relating the development of community where tourism attractions locate.

2.1.3 Definitions of tourism destination

Gunn and Var (2002) simplified that destinations are places of interest to tourist. Tourist activities in such destination stimulate investment in hotels, amenities and infrastructures so as to attract additional tourist visiting their place. At the beginning, such developments are of private sectors who want to persuade tourist visiting destination. The authority of such destination then realize to develop tourism destinations in order to equalize the economic benefits

of tourism to local people together with to minimize the negative consequences of tourism affecting to community within destination zone. The economic vitality of tourism business rely on the tourists arrival when such destination seems dependent on tourism industry. Conversely, tourism not only generates the benefits impacts but also negative downturn affecting to socio-cultural, economy, and ecology of such destination. The destinations are needed to be well-managed as much as it can be, because of "when a tourism destination is managed poorly, as many are, its future as both destination and community is threatened" (Jamieson, 2006:3).

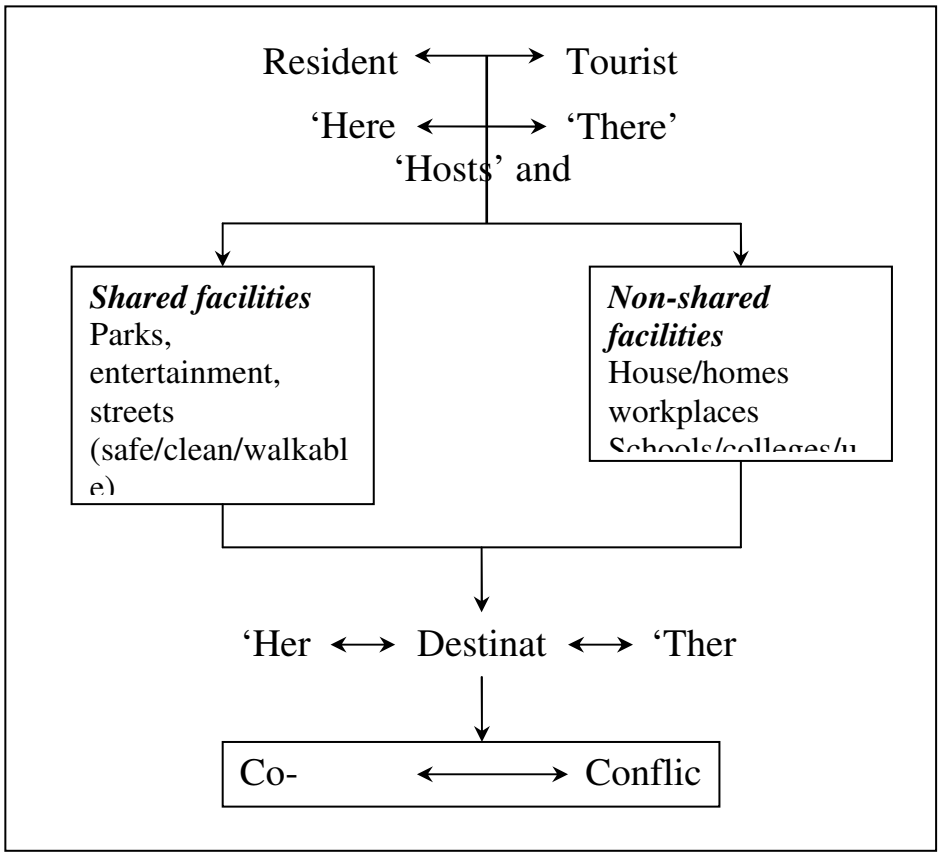
The research had been shaped by the destination concept of Gunn and Var (2002) which is equivalent to other terms such as community tourism and destination zone. The basic functional and spatial elements include *access, gateway, attraction complexes, one or more communities* (with its infrastructure services and attractions), and *linkage corridors* between attractions and the community. When these elements are integrated, tourism is most successful. The section illustrates the diversity of supply development typically encountered by the traveler (Gunn, 1972, quoted in Howie, 2003).

Howie (2003) simplified the destination concept of Gunn (1988) which is based on the behavior patterns of the tourist. The tourist begins the trip from home and moves towards the chosen destination along *'circulation corridors'* using various modes of transport-water, land or air. The corridors lead to 'termini', generally in or adjacent to the host community or *'service community'* where attractions and services may be located. The points at which the tourist leaves the corridor and enters the destination are the *'gateways'*-significant because 'first impressions' are formed there. The tourist experience the attractions and services of the destination-perhaps dispersed throughout it or located in *'attraction clusters'*-moving between them along *'linkage corridors'*. Finally, the tourist leaves the destination via the gateway, traveling along circulation corridors to other destinations or to return home, taking images and memories of the total experience.

Besides, Gunn noted that within the destination residents and tourists share certain characteristics and elements of the destination while others are used exclusively by one group or the other. Howie (2003) emphasized this argument that conflicts can arise where the use made of the various elements of a destination by tourists and by the local community are different or are more intensive than the feature or system can tolerate-as it may have been designed solely

with residents in mind. To resident, the 'destination' is where they live-it is their home and where they stay, they have a vested interest in it, it is 'here'. The tourist perspective is that the destination is 'there', they are temporary visitors to it and they have little vested interest in it beyond the duration of their visit. If they do not enjoy it they can move on and never return (as shown in Figure 2.2).

Figure 2.2 Perspectives of residents and guests in a destination



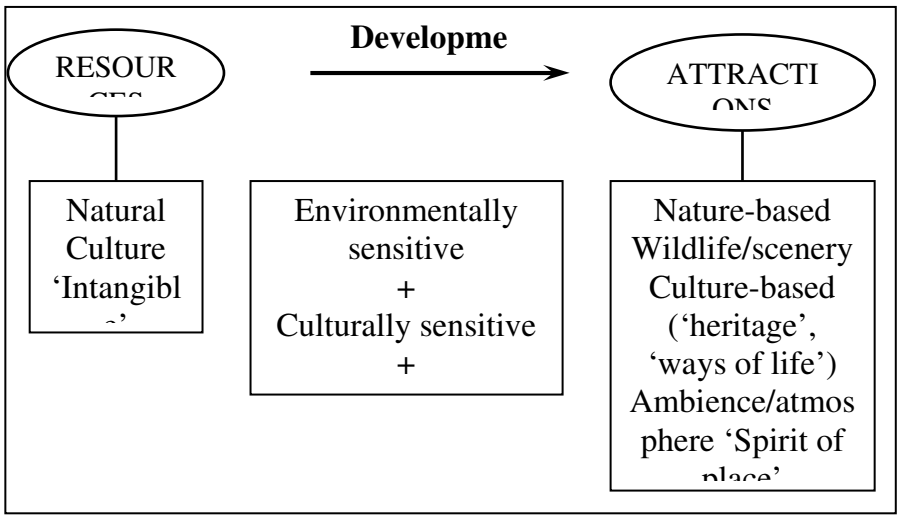
Source: Howie (2003, p.75)

Destination management increasingly focused on bringing these two perspectives closer together, through design of the shared environment of the various stakeholders fostering increasing awareness of the mutual interests of both tourists and residents as major stakeholders in the experience and shared use of a real place which is both 'destination' and 'home' and 'here' and 'there'.

The distinction of resources and attractions in destination zone

Generally a key success of destination development is the realization that resources are not attractions. A given place might have a plenty of raw resources such as beautiful scenery, diversity of wildlife or marine life, fascinating cultural remains. However, if these resources are inaccessible due to lack of adequate transport, an absence of hotels or other accommodation or perhaps political instability and a perceived lack of security, then some form of appropriate development will be required (Howie, 2003). The figure 2.3 illustrates the relationship between resources, development and attractions within destination. Ultimately, if the attractions developed are to have long-term viability and to be welcomed by the local community then sustainable development will be achieved.

Figure 2.3 Relationship between resources, development and attractions



Source: Howie (2003, p. 77)

There is a distinctive perspective of attraction and resource addressed in this research which is "resources are the precious 'raw ingredients' of a place to a great extent determine what it may become-and from the perspective of the residents of the (potential) destination they may be entirely satisfactory as they are. Alternatively, the residents may even be oblivious of these resources-they are merely the 'ordinary things', taken for granted as the backdrop to their daily lives" (Howie, 2003:78). This distinction of attraction and resource emphasizes a spirit of destination that meant to tourists, and it becomes the intangible characteristics of such destination that contribute to the attractiveness of the destination and visitor experience.

It is important to manage and develop resources in order to meet the sustainable development in attraction located in the destination area. The resources might be developed as the commercial usage or for recreational proposes as tourism attraction. Increasing tourist use may suggest the need for campsites, log cabins, a visitor center etc. The forest might be purposefully developed for multifunctional or mixed use. The wise management of eco-management to resource will encourage a sustainable forest.

Apart from the development of physical and cultural resources of attractions, there are other elements that needed to consider. All the development contributed in the destination area or the community within destination can bring about the good and bad memories that the tourist takes home and shares with others. "Thus the built environment includes 'heritage' features such as castles and monuments, tourist and leisure buildings such as visitor centers, museums and swimming pools, but also 'ordinary' houses, factories, office blocks and civic buildings that contribute to the general 'townscape' resulting from the 'organic' or planned layout and street pattern" (Howie, 2003:80). The local festivals, fairs, traditions, artistic works and crafts are also part of the reality of places. Besides, there are others sensitive intangible element of destination which challenge the destination manager such as a sense of friendliness, security, walkability, excitement, youthfulness, dynamism, age and history.

The destination manager or equivalent has a crucial role to the success of tourism in destination zone or community. Tourism is one of the economic opportunities to local

people in community, so it need the sophisticated management embracing the tourism factors both of supply and demand together with maintaining the social, cultural and environmental integrity. The tourism destination plan is essential to success of destination.

2.1.4 Tourism planning in destination zone or community

Gunn and Var (2002) argued that it is periodically important for a destination to prepare its own tourism plan. Further, it is the essential need for communities to plan and design transportation services for both visitor and local needs and preferences. Or it could be said that all public services should serves both of visitors and local people. They proposed the basic elements of tourism planning at the destination scale are:

1. Transportation and access from travel markets to one or more communites.
2. One or more communities with adequate public utilities and management.
3. Attraction complexes (clusters) that meet market needs.
4. Efficient and attractive transportation links between cities and attractions.

However, Howie (2003) proposed the essential actions to tourism destination management which focus on tourist-oriented development:

1. Convert resources with potential into attractions.
2. Provide an appropriate range of tourist accommodation.
3. Provide appropriate transport to, from and within the destination.
4. Ensure the successful integration of the tourist-related developments into the changing activity patterns of the place on a long-term, sustainable basis.

These first three aspects are the traditional approach, but the forth aspect is generally considered essential today. Howie addressed that “a given place-town, city, village, region, country-has, with few exceptions, evolved or been designed and developed to suit its inhabitants, rather than its visitors” (p. 73).

In addition, Gunn and Var (2002) proposed the key conclusions that may be of assistance to communities and their surrounding areas as they plan for destination tourism development.

1. Destination plans must be integrated with regional plans.

Communities and their surrounding area must plan their tourism expansion within the context of regional plans. If regional tourism planning is not in place, lobbying for such planning may be the first item on the community's agenda. This is because of destinations are dependent upon regional (federal, state, provincial) policies and action on such matters as: transportation network, national parks and protected resource area, incentives for community tourism development, tourism promotion, and cooperative marketing and promotion.

2. Placeness is a fundamental of destination planning.

Every destination has a uniqueness characteristic such as geographical factors, cultural and natural resources, traditions, relationship to markets, and different hospitality characteristic. Thus, it is essential to analyze these factors as a foundation for building upon the uniqueness of place.

3. Destination planning requires cooperation between community and surrounding area.

This is because a destination includes cities and their surrounding areas; the planning for future tourism must encompass such a geographic area. Further, tourism's attraction potential lies within the nearby rural area as well as the cities within a destination zone; the plenty of cultural resources is likely to be found within communities whereas most natural resource assets are located in the surrounding area. The most travel service businesses are within communities where they can benefit from public services and both of residential and travel market. However, the quantity and quality of attractions in the surrounding areas and within the city is one of the pull factors persuading tourist visit to such destination.

4. Opportunity: public-private cooperation.

City and county governments are preoccupied with public services, such as water supply, waste disposal, police, education, and related functions. Essential as these are for the residents, they are of equal concern in tourism planning and development. City councils are likely to believe that tourism is the prerogative of business and promotion only. Even though the business sector does play an important role in tourism development, a successful destination is one in which policies and actions of both public and private sectors are complementary rather than competitive or divisive. In addition, it is needed for them to cooperate with nonprofit organizations.

5. New leadership required at destination level.

A special tourism council with competent leadership is usually required. Such a council will need the official support from the jurisdictions encompassed within the zone-cities, counties. Its membership must include representatives of government, tourist businesses, civic groups, nonprofit organizations, planners, and environmentalists.

6. Engage in destination planning.

Destination areas will success if there have systematic plan that aim to fulfill tourist experience and conserve the environment. Such plan should be planed in an orderly step-by-step sequence, and its success is dependent on the combination of planning project and continuous planning. Although planning processes vary, all have similar basic elements: setting goals, objectives; analyzing alternative concepts for development; and identifying action strategies. This is the only way that communities can foster sustainable tourism development in a manner satisfactory to everyone.

7. Prevent environmental degradation.

This responsibility at the destination scale must address all sources of environmental degradation, not only from tourism. Municipal sewage and industrial waste must be brought under control if tourism is to thrive. Land use regulations are necessary to avoid overdevelopment, excessive congestion, and incompatible development.

8. Utilize special cultural and natural resources.

A search for natural and cultural resources within a destination can reveal abundant opportunities for tourism development. Because they are anchored to a specific location they have greatest competitive potential. When these opportunity ideas have been named, local leaders can evaluate their impact on the community and create feasibilities. Then it is essential to gain public participation. The results of a logical planning process can be beneficial to all.

In the context of this research it can be said that tourism destination plan in community with due the local authority is the combination of community plan approach and integrated tourism plan approach.

2.1.5 Integration of destination planning with community planning

There is one reason to support that destination planning should integrated with the traditional community plan which generally focus on the holistic aspect of the quality of life for resident. Howie (2003) had pointed out that the travel book writers have potential influence on tourist visiting destinations. For example, Norman Lewis who tends to write about the ordinary things that makes up the lives of ordinary people. Thus, Howie (2003: 103) implied that "there is a growing common ground between certain everyday elements of the quality of life of host communities and the sought-after experiences of a growing number of new tourists". Further, a significant outcome of the Earth Summit (WCED, 1992) was the replacement of a former environmentalist objective of the steady-state with a commitment to growth within a framework of sustainability-local communities and local authorities (and by implication destination managers)-have a key role in the implementation of desired change under 'Agenda 21'.

According to Gunn and Var (2002) proposed that all plans and planning processes at destination zone need to be integrated, because communities play such a critical tourism role in destinations. They owe resource and are considered as part of destination's resources as well. Official community plans traditionally focus on physical public needs, especially for updating and enlarging public structures and systems. These needs are often for

resident transportation, water supply (potable and industrial), sewage disposal (solid and liquid waste), power (electrical and gas), fire protection, and for police and public safety. Regulations for land use and structures, such as zoning ordinances and building codes, are included in most city plans. Included also are concerns over housing, education, trade amenities, and industry.

Unfortunately, in most communities, these traditional plans do not include issues related to visitors even though their decisions do affect tourism and vice versa (Gunn and Var, 2002). The traditional community planning tends to provide for the five components of the supply side of tourism-attractions, services, transportation, information, promotion-are not seen as responsibilities of city planning officials.

Dredge and Moore (1992) discussed the obstacles of the integration of tourism planning into traditional community plans which was found in Queensland, Australia.

1. Much of tourism involves private sector facilities and services, often outside the perceived role of local planning.

2. Local understanding of the complicated multi-owner supply side of tourism is not helped much by their perception of industry involving only a few physical plants.

3. The overlap between the needs of visitors and residents, as well as their differences, are not well understood.

4. The dynamics and interdependencies of the components of the tourism functional system are foreign to their day-to-day decisions relating to residents.

5. The training and education of planners and designers have not usually encompasses tourism as a curriculum topic.

In conclusion, there is that town planners have not only great opportunities but responsibilities to incorporate vision, guidelines, and specific plans for tourism into their traditional local roles.

Harman (2001) stated that city government has a crucial role which is extremely important in determining whether local communities take full advantage of the economic opportunities in tourism today and in the years ahead. In rural area particularly in Tambon Sakoo, the Tambon Sakoo Administration Organization plays the role as official community or host in community development. Its authorities are related to many tourism supply factors both of direct

and indirect manners. The destination management in rural area is implied to undertaken by local authority, Tambon Sakoo Administration Organization-TSAO.

2.1.6 Sustainable tourism development

Sustainable tourism development concept emerged from the attempt to conserve the natural resources and environment that used to be thought as infinite resources.

WTO (2004) has declared the definition of sustainable tourism which is widely conceded in academic and implementation which comprises three dimensions to be balance in development and can be adopted to be goals for development.

1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural resources and biodiversity.

2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

In the context of destination management, Jamieson (2006) fulfilled the imperatives of sustainable tourism destination management that governments and other societal agents must find an appropriate balance between different, and sometimes apparently conflicting, needs and value systems. Sustainable development must meet three fundamental and equal objectives:

1. *Economic:* production of goods and services (with efficiency as the main consideration)
2. *Environmental:* conservation and prudent management of natural resources (with the preservation of biodiversity and maintenance of ecological integrity as the main considerations)

3. *Social:* the maintenance and enhancement of quality of life (with equity as the main consideration) and intergenerational, as well as intragenerational, equity in the distribution of wealth

Some of the most important principles of sustainable tourism development include the following:

- Tourism should be initiated with the help of broad-based community input, and the community should maintain control of tourism development
- Tourism should provide quality employment to its community residents, and linkage between local businesses and tourism should be established
- A code of practice should be established for tourism at all levels-national, regional, and local-based on internationally acceptable standards; and guidelines for tourism operations, impact assessment, monitoring of cumulative impacts, and limits to acceptable change should also be established
- Education and training programs to improve and manage heritage and natural resources should be established

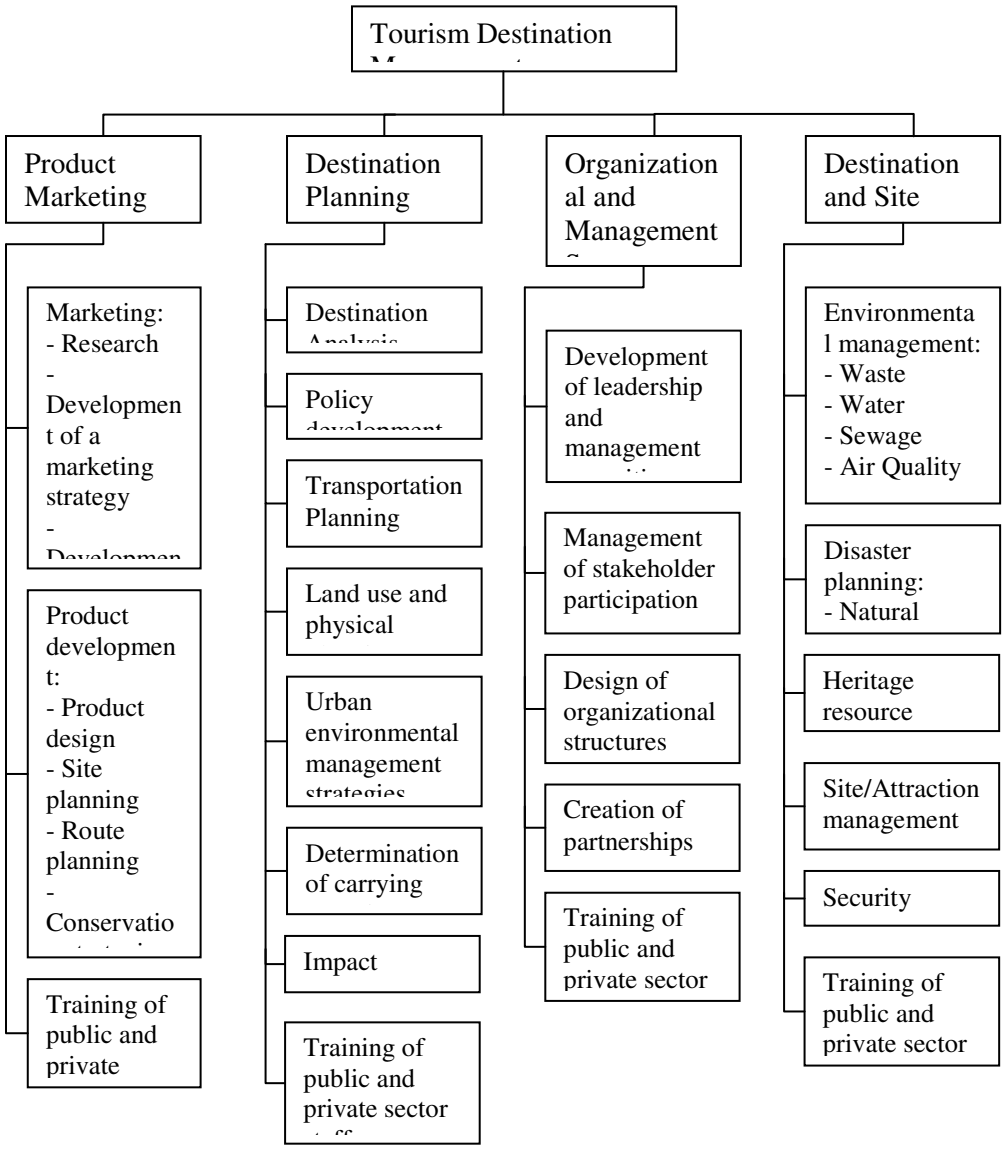
2.1.7 Sustainable Tourism Destination Management

Jamieson (2006) claimed that the achievement of sustainable development goals of tourism needs the strategic planning and sound management, particularly in community destination zone. Those responsible for managing destinations need to begin thinking in an integrated manner about the everyday municipal concerns of tourism, and about the cultural and heritage dimensions of a community. Sustainable tourism destination management view destinations as more than the sum of their parts and seeks to create destinations that are healthy and viable in the long term for tourists and residents alike. The sustainable, integrated view of destination management serves to:

- Address the needs of tourists and the economic interests of the tourism industry
- Approach tourism development in a way that reduces the negative impacts
- Protect local people's business interests, heritage, and environment

- Protect the local environment, in part because it is the livelihood of the destination

Figure 2.4 The sustainable tourism destination management



Source: Jamieson (2006, p. 5)

In addition, Jamieson (2006) enhanced the vision of sustainable futures for tourism which are:

- Prudent use of the earth's resources within the limits of the planet's carrying capacity
- Devolution of top-down decision-making responsibilities and

capabilities to a broader range of a destination's stakeholders

- The abatement of poverty and gender inequalities, and respect for fundamental human rights
- Enhancement of the quality of life for residents through improved health care, shelter, nutrition, and access to education and income-generating skills
- Preservation of biodiversity and life support systems for all natural habitats
- Preservation of indigenous knowledge and ways of living, and respect for the spiritual and cultural traditions of different peoples

2.1.8 Local participation in sustainable tourism development

The host community or local people became more increasingly focus to decision-making for sustainable development and also tourism sector in destination, to ensure effective benefits to local people by persuade them in participation in many implementation of planning and development processes. Also proactive on tourism impacts to local communities which ideally better manage by self-government or decision-making of effected parts to their resources.

2.1.8.1 Community participation

Pretty et.al. (1995, quoted in Mason 2003) claimed that participation can mean different things to different people. Pretty initiated a typology of participation which clarify many form of participation, for instance, 'Manipulative participation' that power is completely lies to authority or outsider, and local people allowed in decision-making on concerned issues and resources in the form of 'Interactive participation' or 'Self-mobilization'. This is significant tool in autonomous governance which indicates level of such local participation in real implementation contributed improvement of government promotion or assistant to achieve sustainability.

Table 2.1 Typology of participation (Pretty et.al., 1995)

Typology	Characteristics of Each Type
1. Manipulative participation	- Participation is simply pretence: 'people' representatives on official boards, but they are unelected and have no power.
2. Participation in Information Giving (Passive Participation)	- People participate by answering questions posed by extractive researchers using questionnaire surveys or similar approaches. People being told what has been decided or has already happened: involves unilateral announcements by project management without any listening to people's responses; information shared belongs only to external professionals. Or people do not have the opportunity to influence proceedings, as the finding of the research are neither shared nor checked for accuracy.
3. Participation by Consultation	- People participate by being consulted or by answering questions and external agents or people listen to views. These external professionals define problems, information-gathering processes and solutions, and so control analysis: process does not concede any share in decision-making, and may modify these in the light of people's responses. And professionals are under no obligation to consider people's views.
4. Participation for Material Incentives	- People participate by providing resources, for example labor, in return for food, cash or other material incentives. Much on-farm research falls into this category, as farmers provide the fields but are not involved in the experimentation of the process of learning. It is very common to see this called participation; people have no sake in prolonging technologies or practices when the incentives end.
5. Functional Participation	- Participation seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives related to the project, which can involve the development or promotion of externally initiated social organization. Such involvement does not tend to be at early stages of

	project cycles or planning, but rather after major decisions have been made by external agents; at worst, local people may still only be co-opted to serve external goals. These institutions tend to be dependent on external initiators and facilitators, but may become self-dependent.
6. Interactive Participation	- People participate in joint analysis, which leads to action plans and formation of new local institutions or the strengthening of existing ones; participation is seen as a right, not just the means to achieve project goals. It tends to involve interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. These groups take control over local decisions and determine how available

Table 2.1 (Continued)

	resources are used, so people have a stake in maintaining structures or practices.
7. Self-Mobilization	- People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread if governments and NGOs provide and enabling framework of support. Such self-initiated mobilization and collective action may or may not challenge existing inequitable distribution of wealth and power.

Source: Adapted from Mason (2003, p. 119) and Hollaway (2001)

Level of involvement of local participation can indicate the particular way of sustainable development in destination which is normally developed for local people not pursued participation into realistic implementation. The satisfaction on local development and participation in planning process in which questionnaires will shown in this report as one of sustainable tourism development indicator of Tambon Sakoo.

2.1.8.2 Types of community participation

According to WTO (2002) guideline to poverty alleviation in tourism benefits through enhancing local participation stated that the most prevalent types of community participation are: -

- **Village tourism,** with tourists visiting villages on day tours or staying overnight in local accommodation, eating local cuisine and experiencing village life and cultural traditions.
- **Ecotourism,** where local communities exist in the ecotourism area, with these communities providing businesses and employees related to the ecotourism activities. Often ecotourism and village tourism are combined with the tourists experiencing both the natural environment and local cultural patterns of the villages.
- **Arts and crafts tourism,** with tourists visiting villages and town districts that specialize in production of particular crafts such as wood carving and textile making, or organize dance, music and drama performances. These visits can be stopovers on day tours or longer-term stays with the tourists living in the village and learning about the arts and crafts.
- **Rural tourism,** with tourists staying in farmhouses or small-scale accommodation and experiencing farming activities, touring nearby areas, and often engaging in local recreation activities such as hiking and fishing.
- **Agrotourism,** a type of rural tourism, with tourists visiting on day tours or staying overnight on farms, livestock ranches or plantations specifically to observe and engage in agricultural activities.

These forms of tourism are all expanding as tourists markets become specialized and more tourists wish to have contact with local cultures and natural environments.

Also important types of community participation in tourism, which generate local benefits and encourage community support for tourism, which are proposed by Inskeep:

- Participation of local communities in development, management and operation of nearby major attraction features such as national parks and archaeological/historic sites, in a manner that both generates economic benefits to the communities and encourage their support for conservation of the natural or cultural features.
- Participation of local communities in large nearby tourism development

projects such as coastal, mountain or health resorts in ways that generate substantial benefits to the communities.

On the other hand, the involving of local communities in decision-making about development projects does not necessarily ensure their success (Mowforth and Munt 1998, quoted in Mason 2003). Moreover, they also suggested that criticism of the failure of local people to make appropriate decisions about their future, may come from those with a vested interest in a project such as government officials or even development agencies. There is the context of New South Wales, Australia which wrote by Jenkins (1993), proposed by Mason (2003), and suggested that there are seven barriers to local participation in tourism planning as summery follows: -

- The public generally has difficulty in understanding complex and technical planning issues.
- The public does not necessarily understand how the planning process operates or how decisions are made.
- The problem of attaining and maintaining the representation of all views in the decision-making process.
- Apathy amongst some, if not a majority, of citizens.
- The increased cost in relation to staff time and money.
- The fact that decision-making takes much longer as result of community participation.
- The overall efficiency (particularly in terms of time/money and the smooth running) of the decision-making process is adversely affected.

These obstacles of local participation in reality sustainable development implementation normally arise in destination of developing countries also. This is shown that self-governance of local people need control or decision-making enforcement in which supported from government policies or non government organizations.

According to Sofield (2003), the sustainable tourism destination development must be managed by governments, because those only states can provide the conditions for movement toward sustainability. In addition, “Tourism is such complex industry which is interdependence with every aspects concerning to people way of life such as: socio-cultural,

economy, environmental, political either local or national state, etc., balancing degree of control, degree of belonging resources in local area with all stakeholders and outside powerful experts must be considered" (p.340). Meanwhile, government agencies especially in local authority are neglect to enforce authority to genuine local participation and empowerment contributing to sustainable tourism destination development, only exercising power to next elections.

Sustainable tourism destination development needs association between tourism relevance and good leadership which will integrate suitable solutions into proper implementation. Government is one of key leader in tourism destination development which can transform traditional community oriented to be legally action. As WTO (2004:19) argued that "Destination managers or authorities are the key front line decision-makers for many of the issues and challenges related to the sustainable development of their destination; yet, the causes of the issues and the partners in their solution will necessarily include others, whose main interest may focus at local, national or even international levels".

Next part is local government, Tambon (sub-district) Administration Organization concerns which is comprised of authority, development process from planning to monitor which guided from main government.

2.2 Tambon Sakoo and local administration organization

2.2.1 Tambon Sakoo general information

Tambon Sakoo is one of 6 sub-districts in the Thalang district of Phuket. The tambon Sakoo is along way from Phuket town approximately 30 kilometers of which most of the area has rubber plantations and agricultural land. It covers 19.5 square kilometers along with the administration 5 villages: Moo 1-Ban Nai Yang, Moo 2-Ban Tronk Maung, Moo 3-Ban Sakoo, Moo 4-Ban Nai Thon, Moo 5-Ban Bang Ma Lauw.

Population and occupation in Tambon Sakoo

The main occupation of the local people is the cultivation of rubber. Other occupations include fisherman, farmer, merchant, hotel and resort employee, etc. The total

population 4,010 people which comprises of men 2,024 and women 2,060 respectively, with 1,487 households shown in following table.

Table 2.2 Population in Tambon Sakoo

Village		Men	Women	Total	Household
Moo 1	Ban Nai Yang	711	710	1,427	671
Moo 2	Ban Trok Maug	234	233	467	120
Moo 3	Ban Sakoo	455	451	906	265
Moo 4	Ban Nai Thon	136	163	299	142
Moo 5	Ban Bang Ma Lauw	488	503	911	289
Total		**2,024**	**2,060**	**4,010**	**1,487**

Source: Tambon Sakoo Administration Organization (2005)

Further information on Tambon Sakoo can be found in appendix B.

2.2.2 The Sirinath National Park general information

The Sirinath National Park has been established since 1992 to commemorate of the 60th birthday of Her Majesty, Queen Sirikit. The total boundary is 90 square kilometers of which 68 square kilometers (76%) is the marine and 22 square kilometers (24%) is terrestrial which is spread throughout Phuket. The details of this can be seen in appendix C.

2.2.3 Local authority especially Tambon administration organization

Definitions of local authority/government

The main function of the administration organization is to serve the needs of the community through a framework of planning and development so as to meet all the needs of local people in community. If the local administration organization focuses on their development strategy planning that is of a major benefit to local people the obligation and deselecting of unwanted projects and how they are viewed by the local people, will accommodate the key principle of democracy and decentralization which the main government is attempting to do.

Local governments are administrative offices, an area smaller than a state. The term is used to distinguish between offices at national-state level, which are referred to as the central government, national government, or (where appropriate) federal government.

Local governments are a politically open opportunity for local people to become directly involved in government authority. This in turn is distributed to local communities which have their own characteristics, in order to allow people in to self-govern to particular assigned missions and framework. "The different levels of government authority are primarily to serve local peoples requirements as diverse as social, philosophical, economic, and cultural, whilst adhering to the unity and democratic principles of the main government. Furthermore, the actions by public organizations on behalf of the collective can operate independently without interference from others public organizations". (Krueathep, 2005:9)

The royal government of Thailand is considered as being decentralization authority. This is to achieve the well being of Thais directed towards sustainable development that is comprised of two parts: firstly good governance which involves the strengthening of the relationship between the government and the people. This is through collaborative and participatory efforts, with the provision of the guarantee for freedom, human rights and equity, and the settlement of conflicts through peaceful means. Secondly, such a plan relies upon reform of the development administration system for effective implementation to the plan into action. This requires a development system based on area approach, the integration of functions and the participation of all stakeholders. This also involves the improvement of the efficiency of public government agencies at the central level, particularly in budget and personnel management, together with the development of indicators suitable for monitoring and evaluating holistic development. (NESDP, 1997)

2.2.4 Forms and characteristics of local government of Thailand

The Tambon Administration Organization (TAO) has a major effect in the decentralization of people participating in the process of the royal Thailand government. TAO is the smallest local government administrative office in Thailand. It is made up from 6 local government administrative structures, they are: the Bangkok Metropolitan Administration

(BMA); the Municipality; the City of Pattaya; the Provincial Administration Organization (PAO); the Tambon Administration Organization (TAO); and the Sukhapiban or Sanitary Committee. Feature details of the forms and characteristics of local government of Thailand (1997) are shown in appendix D.

2.2.5 Tambon administrative authority or Tambon administration organization's characteristic

The Act of Tambon Administrative Authority was incorporated into the Constitution of Thailand in 1994. This set the threshold of the Tambon administration organization and since then improvements were made to accommodate various situations arising over the following years. The details of characteristics such as compositions, structures, authorities, revenues and expenditures, etc are found in appendix F, together with the local administration of Phuket as revealed in appendix E.

2.2.6 Strategic planning process of local authority in Thailand

The guideline from the Constitution of Thailand and the Department of Local Administration of Thailand called for Local Authorities to initiate development plans and projects for the well being of local people. Tambon Sakoo followed the guideline and implemented projects to enhance the characteristic of the area, local communities, art and culture, local knowledge and others such benefits so as to create a better quality of life for local people. All plans were set by association with local community commitment. Development projects were established from the problems and requirements of local people and allocated budgets accordingly. The performance of the projects was monitored by local people and a TAO assigned member. All the stages of the strategy and development planning were set to benefit the local community by local people. Thus, if local authorities follow by the literature guideline, it will contribute to transparent and good governance of the TAO in association with local participation. The local development together with the agreement and participation of local people, contribute

to sustainable development to suite the communities as well as sustainable tourism destination development in rural areas.

There are 3 types of Tambon Development Plan that TAO implemented into their jurisdiction. These include:

1. Development Strategic Plan
2. Three year development plan or Middle Term Development Plan
3. Action Plan or operational plan

Regarding social, economic, and cultural aspects, the department of Local Administration has rules for productivity and the efficiency of the TAO. These are included in the Development Strategic Plan, Three Year Development Plan, and Action Plan. By monitoring and evaluating the Tambon development plan and implemented by TAO, a guideline was set to achieve development directions. This was to achieve the TAO's executives' vision.

2.2.7 General information of Tambon Sakoo Administration Organization

Tambon Sakoo Administration Organization (TSAO) has been established since 1995, categorized to a small size. The following analysis consists of general information about TSAO as stated in the three years development plan. For more information of TSAO, please refer to appendix B.

2.2.8 SWOT analysis of Tambon Sakoo

TSAO considered SWOT analysis as a tool to see the potential from internal to external factors as the following table indicates.

Table 2.3 SWOT analysis of Tambon Sakoo (TSAO, 2005)

Strengths	Weaknesses
1. Having identity with the beautiful natural resources and tourist attractions	1. Degradation of the natural resources and environment, and also environmental public health problems
2. Having a telephone and electricity system service throughout the territory	2. Public areas, beaches encroached and also degradation of landscape
3. Having a historical heritage site, the unity of diversity of culture and tradition that becomes part of the local identity (e.g. Muslim and Buddhism)	3. Lack of town planning, and insufficient quality of infrastructure, public utilities, and public construction
4. Having quality human resources e.g. hospitality to tourist, interrelation of diversified culture	4. Lack of cooperation between local people in community groups such as the occupation group. No participation or commitment to solve local problems, which would lead to community strengthening
5. Having a database system management that contributes to governance, data services, and public relation affairs	5. Lack of life and assets security which cause accidents and harm in the local area
6. Compact territory and tambon so that the authorities can manage and develop easily	6. Growth of epidemic, drug, and foreign culture imitation 7. Inadequate budget for human resources, equipment to solve local problems as so to be self reliant either in normal/emergency

	cases

Table 2.3 (Continued)

Opportunities	Threats
1. Promote famous tourist attractions in the region	1. Fluctuation of world economy
2. Provincial strategies direct to develop tourism, shift the standard quality of tourism products and services, and information services	2. Unrest situation in 3 southern provinces and international terrorism
3. Micro economic expansion	3. An outbreak of animal or human epidemic which could mutate to affect all life
4. Wide concern on sustainable development toward environment, and the well being of local people	4. Government legislations and management not flexible and convenient to service people as it should for economic growth
5. Benefit from information technology and communication so as to be connected to every part of the world in a few seconds	5. Oil price fluctuation

The SWOT analysis of Tambon Sakoo is a management tool that assisted TSAO to analyze their area in jurisdiction together with the analysis of environment or changes that they confront with. This analysis would be useful to local management if TSAO conducted it in the realistic way, and it need to be reviewed regularly before the new local plan arising.

2.2.9 Problems and factors affecting to local development

After the local needs and problems analysis from the fundamental development of the Department of Local Administration of Thailand, the following items are all issues arising together with optimum solutions for Tambon Sakoo, as stated in their development strategy plan.

Table 2.4 Problems and factors effecting to local development (TSAO, 2005)

Priority of Problem	Problems Condition	Targeted area/Targeted Group	Procedure
1. Economic Problems			
(1) Lack of a supplementary occupation/second occupation for local people	- Majority of the local people rely on a single occupation or employment, lack of a supplementary occupation/second occupation	- Local people in village 1-5, 900 estimated households	- Encourage job creation and occupation and also financial support to occupation groups, job creator groups, and local saving fund groups in local area - Encourage business occupation and coordinate with entrepreneurs to support tourist activities
(2) Lack of current capital in occupation	- Occupation groups e.g. Batik group, Local dessert maker group (Kha Num La), farmer group (organic	- Occupation groups and saving fund groups, 5 to 10 estimated groups	- Encourage OTOP. - Vocational training for unemployed, youth association with government and

	agriculture), saving fund groups for producing, etc. all are under funded		private sectors

Table 2.4 (Continued)

Priority of Problem	Problem Condition	Targeted area/Targeted Group	Procedure
(3) Farmers union	- Lack of a farmer union so as to negotiate and share knowledge e.g. rotten and decaying of agricultural products from over-supply, low quality of local fresh products, food-conservation, food-transformation, marketing, etc	- Farmers in village 1-5, 200 estimated households	- Ultimate utilization of land-use - Encourage occupation association along with integrated process for production, conservation, transformation, and distribution
2. Social Problems			
(1) Local people don't have safety and security in their life and assets	- Local people who had accidents and disasters e.g. car accidents, drought, and floods	Tambon Sakoo	- Assist and prevent public disasters
(2) Drugs	- There are a lot of students and local people addicted to drugs	Tambon Sakoo	- Promote drug prevention
(3) Lack of	- Local people	Tambon Sakoo	- Strengthen communities by

community strengthening	don't participate in solving village's problems		holding village meetings or community meetings
3. Infrastructures Problems			
(1) Inconvenient accessibility	- Street/road degradation and flooding	Tambon Sakoo	- Construct and maintain street/road, drainage both build up and natural within the tambon
(2) Electricity	- Public electricity insufficient for local consumption	Tambon Sakoo	- Expand Tambon electricity supplies throughout territory

Table 2.4 (Continued)

Priority of Problem	**Problem Condition**	**Targeted area/Targeted Group**	**Procedure**
(3) Water supply	- Low water quality and insufficient for local consumption	Tambon Sakoo	-Maintain and reconstruct water resources to be good enough to consume
(4) Town plan	- Unattractive scenery and landscape, lack of town planning	Tambon Sakoo	- Improve scenery and develop town together with tourism destinations
(5) Drainage	- Natural drainage stream intervention	Tambon Sakoo	- Law/restriction enforcement with public area intervention
4. Water Resources Problems			
(1) Consumption in drought	- Lack of rain for long periods of time causes natural water sources to be shallow	Tambon Sakoo	- Develop water-supply village system as standard

(2) Water resources for Agriculture	- Canals and ponds shallow and decompose	Tambon Sakoo	- Find out subsurface water resources
(3) Waste water	- Due to the lack of a waste water treatment system, liquid waste water is drained to natural water resources	Tambon Sakoo	- Recover natural subsurface water resource - Construct check dams, embankments or improve existing ponds
5. Governance and Political Problems			
(1) Politics and government	- Modern politics and governance are misunderstood	Tambon Sakoo	- Encourage community meetings in villages and Tambon level - Encourage election activities - Recruit proper local people to be members of the Election committee - Support learning in all aspects of politics and governance for local people

Table 2.4 (Continued)

Priority of Problem	Problem Condition	Targeted area/Targeted Group	Procedure
(2) Public Services	- Insufficient and inconvenient public services	Tambon Sakoo	- TSAO did not propose the procedure
(3) Governance	- Lack of local participation, human resources, equipment and material	Tambon Sakoo	- TSAO did not propose the procedure
6. Medical Health care Problems			
(1) Health of local people	- Lack of human resources, material and equipment for public health services	Tambon Sakoo	- TSAO did not propose the procedure
(2) Epidemic spread	- Epidemic spread: Haemorrhagic fever, Cholera, and Avian flu	Tambon Sakoo	- Promote and prevent epidemic spread/outbreak - Promote prevention by vaccine - Encourage and educate local people in epidemic awareness and prevention
7. Education, Religion, Culture, and Sport Problems			
(1) Education	- Student could not continue education due to poverty. - Lack of human resources,	Tambon Sakoo	- Encourage education in institutes

	educational material and equipment for students		
(2) Religion	- Lack of participation and religious support in religious activities	Tambon Sakoo	- Encourage the religion and morale education

Table 2.4 (Continued)

Priority of Problem	**Problem Condition**	**Targeted area/Targeted Group**	**Procedure**
(3) Culture and Traditions	- Lack of support in local culture, tradition, and local knowledge	Tambon Sakoo	- Encourage local culture and traditions together with local knowledge
(4) Sport	- Lack of sport equipment - Lack of certain sporting areas - Lack of support to exercise and play sport	Tambon Sakoo	- Support and purchase the sport equipment - Promote and encourage sport for local people
8. Natural Resources and Environmental Problems			
(1) Soil	- Low quality soil in Agriculture	Tambon Sakoo	- Arrange sufficient material and equipment for efficient waste disposal
(2) Forest and	- Forest and public	Tambon Sakoo	- Train and educate local

public area	area encroachment		people on environmental recognition and the conservation of natural resources
(3) Beaches	- An encroachment to beaches and reserved areas therefore ruining scenery and ecology	Tambon Sakoo	- Train and educate local people on environmental recognition and the conservation of natural resources to local people
(4) Waste disposal	- Lack of recognition of cleanliness in public areas - Lack of waste separation before putting into waste bin	Tambon Sakoo	- Promote cleanliness

Table 2.4 (Continued)

Priority of Problem	**Problem Condition**	**Targeted area/Targeted Group**	**Procedure**

(5) Natural water resources	- Drain waste water from households to natural resources which made foul water - Lack of foul and waste water treatment	Tambon Sakoo	- Waste disposal management and service - Construct a waste water treatment plant - Construct a waste water treatment plant

Source: Adapted from Tambon Sakoo Administration Organization (2005)

The table above shows us what problems concern the local development of TSAO that make up finally project development and budget allocation. In the planning process of TSAO they invited Vision, Mission, and Goals that suited the uniqueness of the territory together with the national plan, relevant government agencies and provincial and district administrative directions.

The projects in the three year development plan followed the above procedures to achieve goals of development in the tambon and to prolong their sustainability.

2.2.10 Strategy and development plan of Tambon Sakoo Administration Organization

The Strategic development plan of Tambon Administration Organization is the tambon economic and social development plan that settles strategies and development directions. It comprises of the vision, mission, and development goals associated with the National Economic and Social Development Plan, district development plan, and also local development plan.

The Local development plan comprises of the 'Development strategy plan', 'three year development plan (middle term development plan)', and 'action plan (operation plan)'. These plans are affiliated to the National Economic and Social Development Plan, regional strategies development plan, provincial strategies development plan, district strategies development plan, alongside power and duty either subjected to law or not subjected to law in A.D. 1994 (B.E. 2537) act and the 4th addition of act A.D. 2003 (B.E. 2546), and A.D. 1999 (B.E. 2542). Hence, Tambon Sakoo Administration Organization (2005) settles their strategies and development plan guided by above directions as tool to develop local area as follows:

1. Concept of strategies development: Vision, Mission, Goals.
2. Development strategies concept
3. Local development directions
4. Changwat Phuket development policies
5. Amphur Thalang development policies
6. Local development policies of TSAO executives or Tambon development plan

1. Concept of Strategies and Development

Vision

Strengthen the community, the good condition of natural resources, the good quality of life/life condition, and to be an attractive tourism destination in preparation to be an international city.

Developmental Mission

1. Develop economy, social, and tourist attractions; encourage and develop population occupancy.

2. Increase life and assets security, civil harm prevention, prevent and solving drug problem.

3. Encourage and support every religion together with the conservation and development of arts and culture in tambon.

4. Encourage and support public health, recreation so that local people have good health free from epidemics together with guaranteed fundamental health.

5. Encourage and develop education.

6. Improve and develop water resources sufficiently for consumption, public utilities, and construction to a standard of quality.

7. Develop an attractive town, town planning, adequate and standard infrastructures.

8. Manage and conserve natural resources and the environment, historical heritage sites, and scenery in a sustainable way; establish environment and natural resources conservation recognition.

9. Reform and develop the political system, services, good governance, and encourage local participation to sustainable development.

10. Thoroughly, improve and develop information technology to be modern.

Goals

1. To achieve economic and tourism growth.

2. To achieve life and assets security of local people together with drug abuse prevention and solving problems.

3. To encourage people to have moral and ethical live, establish conservation of cultural value awareness.

4. To achieve the health of local people by supporting quality sport and recreation, help and assist the poorest and vulnerable people.

5. To shift the level of education standard to cater for all local people without discrimination.

6. To achieve to serve local people so as to get public services thoroughly and standard in public utilities and public constructions.

7. To achieve service to local people in the infrastructure adequate in quantity and quality.

8. To achieve sustainable development of natural resources and the environment.

9. To encourage and support democratic, and local coordination with government agencies and private sectors.

10. To achieve the efficiency of information in management and services

2. Development Strategies concept

1. Development strategy of Infrastructures

2. Development strategy to encourage the well being or the quality of life for the locals, art and culture, tradition, and local knowledge

3. Development strategy of Education and Learning

4. Development strategy of Natural resources and Environment Conservation

5. Development strategy of Politics and governance

6. Development strategy of the Economy and Tourism

7. Development strategy of Information and Communications Technology

3. Local development concepts

1. Construction, improvement, and maintenance accessibility to drainage, and buildings.

2. Construction, improvement of the public water distribution system, adequate to supply consumption.

3. Installation, development and improvement of traffic systems and electricity.

4. To improve and support all religious, art and culture, tradition and morals in the territory.

5. Encourage and support the health and hygiene of the people in the territory along with epidemic control and protection

6. Encourage and support Sport and Recreation

7. Prevent and protect public disasters to local people

8. Encourage local welfare and support people in the territory

9. Encourage and support drug rehabilitation

10. Develop the efficiency of education and learning; raise the potential of education institutes, and knowledge augmentation

11. Waste disposal (solid and water)

12. Improvement of natural resources and the environment

13. Conservation of natural resources and the environment

14. Encourage transparency and good governance

15. Encourage the development of political and community strengthening

16. Development and support vocational training for local people

17. Encourage and support tourism security

18. Development of tourism destinations

19. Encourage and develop tourism

20. Encourage and develop Information and Communications Technology

4. Changwat Phuket development policies

1. Servicing people

2. Solving the problems of people

3. Solving tourism problems

4. Solving environmental problems

5. Increase peoples' income and to be a good city to live in, to include other aspects in the development of authority to each department or unit and organizations in the province.

5. Amphur Thalang development policies

Amphur Thalang development vision

1. Conservation of natural resources, historical heritage sites and culture in a good condition, which are valuable to learn and educate to either local people or tourist.

2. To be an attractive tourism city that has qualified international standard infrastructures; maintain facilities, convenience, security, fair prices for service and alternative choices for people.

3. To be a hub of information and communications technology and to be the center for computing and technological knowledge for the whole of the upper Southern region.

4. Good governance and transparent management along with accountable monitoring and reliability.

5. To be an attractive city and community to live in, so that people and community achieve a well being, good environment, constant occupation, secure in life and assets, and have a sustainable cultural traditional inherent of the unique Thai spirit.

6. Local development policies of TSAO executives

1. Develop the social economy and tourist attractions.

2. Encourage the development of education, religion, and sport along with the conservation and development of art and culture.

3. Improve and develop water supplies and resources, infrastructures to international standards and adequate for people.

4. Encourage and support the fundamental health care, recreation, and the health of people to prevent an epidemic.

5. The Management and conservation of natural resources and the environment, historical heritage site, contribution of scenery for a good and sustainable environment, and to establish recognition for natural resources and the environment for the local people.

6. Develop and manage the city plan to be of an international standard for the well being of local people.

7. Improve and develop local politics, governance, and management in a transparent way and to encourage the contribution of local participation to strengthen the community.

8. Improve and develop information technology toward modernization.

2.2.11 Strategic Development Plan within Three Year (2006-2008) of Tambon Sakoo Administration Organization

The local strategic development principle was established with help from local communities to deal with peoples' problems, which in turn led to the 'Three Year Development Plan'. The role of the 'Three Year Development Plan' was to incorporate local development strategies and budgeting together with an Outsource of financial help towards projects development implementation.

Thus, we could say that three year development plan transformed the local development strategy into operational actions, achievable goals and objectives that are development strategies. Such implementations involve goals and objectives to be a sustainable development. The local development plan was adapted to initiate and include budget expenditure in each fiscal year, which utilized development projects in three year development plan. They could then be put into immediate operation when approved.

The fiscal year of local government in Thailand is normally below the national economic and social plan of the main government which is from October to September of each year.

1. Development Strategies within 3 years (2006-2008) can be prioritized as follows:-

1. Development strategy of infrastructures and public utility.
2. Development strategy of increasing the well being or the quality of life of local people, socio-culture, tradition, and local knowledge.
3. Development strategy to promote education.
4. Development strategy to conserve natural resources and environment.
5. Development strategy to promote political and local governance.
6. Development strategy to enhance the economy and tourism.
7. Development strategy to promote the information and communications technology.

2. Local Development Concepts within 3 years (2006-2008)

Table 2.5 Local development concepts by each of development strategy (TSAO, 2005)

Development Strategy	**Local Development Concept (by each aspect of development strategy)**
1. Infrastructure and public utility	1. Construct and improve accessibility and drainage, and public buildings 2. Construct and improve water supplies for adequate consumption 3. Install, improve and develop traffic systems alongside power supplies system throughout tambon

Table 2.5 (Continued)

Development Strategy	**Local Development Concept (by each aspect of development strategy)**
2. Promote the well being/quality of life for locals, socio-culture, traditions, and local knowledge	4. Promote and persuade morality amongst religions, traditions and cultures 5. Promote good health for local people ad to prevent an epidemic in tambon 6. Promote and support sport and recreation activities in the tambon 7. Prevent and provide contingency plans for public disasters within the tambon 8. Promote public welfare and assistance for local people 9. Prevent and solve drug abuse problems, and support drug prevention rehabilitation
3. Education and learning	10. Develop and increase the efficiency and effectiveness of education alongside academic

	institutes' development within the tambon
4. Conservation of natural resources and environment	11. Waste disposal system development 12. Recovery of natural resources and the environment 13. Conserve natural resources and the environment
5. Political and local governance	14. Promote and develop local management and governance within the tambon 15. Promote, develop and strengthen communities within the tambon
6. Economy and tourism	16. Develop ad promote the occupation of local people, both the main and any supplementary occupation 17. Support and assist tourist security
7. Information Communications and technology	18. Promote and develop information and communications technology within the tambon

Table shows local development concepts affiliated with local development strategies which were set as framework to projects initiation to solve local problems. Those projects are all accordance with the procedures proposed in 'the problems and factors affecting to local development of Tambon Sakoo' (table 2.4) to suite problems within the tambon. These plan and projects from the basis of TSAO for 3 years as their three year development plan, reviewed upon performance and development annually.

2.2.12 The monitoring and evaluation of the implementation of projects in the three year development plan

In the three year development plan of TSAO (2006-2008), there had the monitoring and evaluation of projects so as to show the transparency of administration, controlling, and evaluation. The Ministry of interior has proposed the regulation of this committee in local administration A.D. 2003 (B.E. 2546). This regulation stated that the local

administration has to have the evaluation and monitoring committee which have member as follows: -

1. Chairman of TSAO council	1 person	Chairman of the committee
2. Representatives from TSAO council (elected by council)	2 person	Committee
3. Representatives from tambon Sakoo community (elected by community)	2 person	Committee
4. Representatives from relevant agencies (elected by TSAO council)	2 person	Committee
5. Representatives from the administrative officer of TSAO (elected by TSAO's authorities)	2 person	Committee
6. The outside experts that elected by TSAO council	2 person	Committee
Secretary to this committee who elected form such committee.	1 person	

The evaluation and monitoring committee of TSAO have power and duties as follows:

1. to set direction, methodology to evaluate and monitor the development projects.
2. to follow, monitor, and evaluation the development project
3. to report and advise the result that from monitoring and evaluation of such project to TSAO council, administrative officers, TAO development committee, and then announce the evaluation and monitoring report to local people at lease once a year during December of each fiscal year. Further, the announcement of such monitoring should be disclosed to the public at lease 30 days.
4. to form the assistant committee so as to support the operation of committee (if needed).

The procedure to monitor and evaluate the development projects are stated as follows:

In order to investigate the efficiency of projects with due a limited timeline and budget, there have the procedures as follow:

1. the monitoring is to investigate the operation of ongoing development project that listed in the three year development plan.
2. the evaluation is to examine the actual ultimate output compared to objective of such project.

The appropriate period to monitor and evaluate the projects are stated as follows*:*

1. the appropriate period to monitor and evaluate the project should be at lease once a year for every single project.
2. the appropriate period to monitor and evaluate the overall performance of single project should be once in a year.

The committee proposes the report including recommendations to TSAO council, administrative officer, TAO development committee, then disclose the evaluation and monitoring report to the public.