POLICY FRAMEWORK AND STRATEGIC MEASURES FOR ENHANCING SUSTAINABLE TOURISM DEVELOPMENT: A CASE OF ACTIVE BEACH TOURISM CLUSTER

Praedau Foopanichpruk

A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Public Administration
School of Public Administration
National Institute of Development Administration
2015

POLICY FRAMEWORK AND STRATEGIC MEASURES FOR ENHANCING SUSTAINABLE TOURISM DEVELOPMENT: A CASE OF ACTIVE BEACH TOURISM CLUSTER

Praedau Foopanichpruk

School of Public Administration

Assistant Professor..... Major Advisor

(Pairote Pathranarakul, Ph.D.)

Associate Professor..... Co-Advisor

(Therdchai Choibamroong, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Public Administration.

Assistant Professor..... Committee Chairperson

(Chanin Yoopetch, Ph.D.)

Assistant Professor..... Committee

(Pairote Pathranarakul, Ph.D.)

Associate Professor..... Committee

(Therdchai Choibamroong, Ph.D.)

Assistant Professor..... Dean

(Pairote Pathranarakul, Ph.D.)

April 2016

ABSTRACT

Title of Dissertation	Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster
Author	Miss Praedau Foopanichpruk
Degree	Doctor of Public Administration
Year	2015

The dissertation on "Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster" has three objectives which are (1) to study the tourism context of the Active Beach Tourism Cluster which consists of Chonburi, Rayong, Chanthaburi and Trat provinces; (2) to study the past performance and the prospective progress of policy implementation in line with the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster; and (3) to propose a policy framework and strategic measures on sustainable tourism development for the Active Beach Tourism Cluster.

The researcher employed the qualitative research method by taking documentary reviews, performing in-depth interviews and conducting focus group discussions with high-level officers or senior officers who are responsible for preparing projects and defining tourism development strategies ranging from macro to local-level organizations, representatives of the private sector and community leaders in tourist attractions. Moreover, the researcher took participation and non-participation observations to explore the tourism context and tourism management in the tourist attractions. The researcher also employed the quantitative research method by using questionnaires to survey tourists' opinions toward tourist attractions. The research findings are as follows:

Chonburi and Rayong are industrial provinces. The industry has expanded and caused the deterioration of natural resources and the environment. In addition, the

growth of industry has caused many social problems. Thus, the tourism development of Chonburi and Rayong fails to deliver and falls in decadence. On the other hand, Chanthaburi and Trat are agricultural provinces. Both provinces have policies to be Green Cities. For Trat, it has several community-based tourist attractions which have been established by local people in many communities. Therefore, the tourism development of Chanthaburi and Trat are getting much closer to achieve the goal of sustainability. The projects and strategic issues relating to tourism development in both provincial development plan and local administrative organization's development plan are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016. However, there are a few projects supporting the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources. The main problems and hindrances in the implementation of tourism development are the National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process, the operation among government organizations is not unified, regulations of government organizations become a constraint on tourism development, law enforcement is inefficient, the lack of discipline and awareness of local people and tourists, the budget shortages, and the personnel shortage in both quantity and quality. Moreover, the researcher has found the problem of inconsistency of the administration of the Ministry of Tourism and Sports and the National Tourism Development Plan 2012-2016 and the problem of administrative structure of provincial categorization which originated from the Office of the Public Sector Development Commission. For the past performance and prospective progress of sustainable tourism development, it was found that the benefits and income distribution to local communities are low. Local communities and private sector have low participation in tourism development. Tourism causes the change of society, lifestyle and culture of local people as well as deteriorates natural resources and the environment.

To enhance sustainable tourism development in the Active Beach Tourism Cluster, the researcher proposes a policy framework which consists of four facets: public management, economic, social and cultural, and natural resources and environment. The strategic issues and the strategic measures are also proposed to serve all four facets of the policy framework.

ACKNOWLEDGEMENTS

Without the insightful comments, the tremendous help and the encouragement from a number of people around me, this dissertation could not be successfully completed. As a researcher, I truly appreciate and would like to express my grateful inscription to all of the people hereby.

Foremost, I would like to express my deepest gratitude to my major advisor, Assistant Professor Dr. Pairote Pathranarakul, for his advice and guidance. His guidance of all processes includes encouragement and motivation that were successful keys to this dissertation. Besides my major advisor, I would also like to thank my co-advisor, Associate Professor Dr. Therdchai Choibamroong, and the Committee Chairperson, Assistant Professor Dr. Chanin Yoopetch, for their recommendations. They contributed to the integrity of my dissertation.

I am also appreciative to the entire faculty at the School of Public Administration, who all provided precious knowledge and experience throughout the course of the study. I would also like to thank all the staff of the Doctorate of Public Administration Program for their kind assistance during the period of my study.

For all of the key informants who provided helpful information and advice, I am indebted to them for sharing their precious moments to help develop my dissertation. My sincere thanks also goes to all official coordinators in various organizations for their assistance and facilitation in the process of collecting data.

In addition, I wish to extend my thanks to all my classmates – DPA5 for their friendship, encouragement and sharing of knowledge throughout the time of my study.

A huge thanks, love and appreciation go to my friends and others supporting me to help complete this dissertation.

Last but not least, I would like to express my deepest gratitude to my family, my beloved mother and father, and my younger brother, for their unflagging love and unconditional support throughout my life and my study. Therefore, I have dedicated all of my time for the study until the doctoral degree, as I dreamed of, is completed.

Praedau Foopanichpruk

March 2016

TABLE OF CONTENTS

	Page
ABSTRACT	**iii**
ACKNOWLEDGEMENTS	**v**
TABLE OF CONTENTS	**vi**
LIST OF TABLES	**ix**
LIST OF FIGURES	**xiii**
CHAPTER 1 INTRODUCTION	**1**
1.1 Background and Statement of the Problem	1
1.2 Research Objectives	7
1.3 Research Questions	8
1.4 Scope of the Study	9
1.5 Definition of Terms	10
1.6 Benefits of the Study	11
CHAPTER 2 LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK	**12**
2.1 Concepts Relating to Policy Implementation	12
2.2 Concepts Relating to Strategic Management	15
2.3 Definitions and Situations of Tourism	17
2.4 Sustainable Tourism Development	21
2.5 Tourism Policy	25
2.6 Concept Relating to Participation	27
2.7 Concept Relating to Sense of Community	31
2.8 Related Studies and Research	32
2.9 Summary of the Literature Review	44
2.10 Formation of Conceptual Framework	56

CHAPTER 3 TOURISM POLICY, NATIONAL TOURISM DEVELOPMENT PLAN 2012-2016 AND STRATEGIC MANAGEMENT IN THE PROVINCIAL CLUSTER **59**

3.1 The Development of Tourism and Tourism Policy in Thailand 59

3.2 The National Tourism Development Plan 2012-2016 63

3.3 Strategic Management in Provincial Clusters 68

3.4 Development Plan, Budget and Performance Report 71

CHAPTER 4 RESEARCH METHODOLOGY **76**

4.1 Qualitative Research Method 76

4.2 Quantitative Research Method 82

CHAPTER 5 RESEARCH FINDINGS **86**

5.1 Tourism Context of the Active Beach Tourism Cluster 87

5.2 Past Performance and Prospective Progress of Policy Implementation in Line with the National Tourism Development Plan 2012-2016 107

5.3 Policy Framework and Strategic Measures on Sustainable Tourism Development for the Active Beach Tourism Cluster 233

CHAPTER 6 Conclusion and Recommendations **246**

6.1 Conclusion 247

6.2 Recommendations 258

6.3 Research Constraints 262

6.4 Cautions 262

BIBLIOGRAPHY **263**

APPENDICS **276**

Appendix A Data Analysis Results of the Opinions of Tourists toward Tourist Attractions 277

Appendix B Interview Questions 294

Appendix C Questionnaire for Tourists Survey 301
Appendix D List of Information Providers 305
Appendix E Letter for Interview Request 315
Appendix F Figures for Research 317
BIOGRAPHY **321**

LIST OF TABLES

Tables **Page**

1.1 Number of International Tourist Arrivals to Thailand and the Percentage Change between 2005 and 2014 2

1.2 Revenue and Annual Growth of Tourist Arrivals between 2005 and 2014 3

1.3 Ratio of the Tourism Revenue of International Tourists to GDP from 2005 to 2014 4

1.4 Tourist Attractions for the Research and the Organizations in the Areas 10

2.1 Types and Levels of Community Participation in Tourism Development 30

2.2 Summary of Variables/Factors Affecting the Fulfillment of Tourism Policy Implementation and the Results/ Recommendations of Technocrats' Studies 44

2.3 Summary of Variables/Factors Affecting Sustainable Tourism Development and Management as well as the Results/Recommendations of Technocrats' Studies 50

3.1 Tourism Clusters that have Tourism Potential in Accordance with the National Tourism Development Plan 2012-2016 67

4.1 Period of Data Collection on Qualitative Research Method 80

4.2 Cronbach's Alpha Coefficient from Testing the Reliability of the Questionnaire 84

4.3 Details of Data Collection 84

5.1 Number of Tourists Visiting Chonburi Province and Pattaya from 2008 to 2014 89

5.2 Tourism Revenue in Chonburi Province and Pattaya from 2008 to 2014 90

5.3 Number of Tourists Visiting Rayong Province from 2008 to 2014 93
5.4 Tourism Revenue in Rayong Province from 2008 to 2014 94
5.5 Number of Tourists Visiting Chanthaburi Province from 2008 to 2014 97
5.6 Tourism Revenue in Chanthaburi Province from 2008 to 2014 98
5.7 Number of Tourists Visiting Trat Province and Chang Island from 2008 to 2014 100
5.8 Tourism Revenue in Trat Province and Chang Island from 2008 to 2014 101
5.9 Tourism Development Project Samples of the Chonburi Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 109
5.10 Tourism Development Project Samples of the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 112
5.11 Tourism Development Project Samples of the Rayong Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 116
5.12 Tourism Development Project Samples of the Phe Sub-district Administrative Organization Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 119
5.13 Tourism Development Project Samples of the Chanthaburi Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 123

5.14 Tourism Development Project Samples of the Klongkhud Sub-district Administrative Organization Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan of 2012-2016 125

5.15 Tourism Development Project Samples of the Trat Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 129

5.16 Tourism Development Project Samples of the Koh Chang Sub-district Municipality Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 132

5.17 Tourism Development Project Samples of the Eastern Provincial Cluster Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016 138

5.18 Problems and Hindrances in the Implementation of Tourism Development in Chonburi Province and the Strategic Measures/Recommendations to Solve Them 144

5.19 Problems and Hindrances in the Implementation of Tourism Development in Rayong Province and the Strategic Measures/Recommendations to Solve Them 151

5.20 Problems and Hindrances in the Implementation of Tourism Development in Chanthaburi Province and the Strategic Measures/Recommendations to Solve Them 160

5.21 Problems and Hindrances in the Implementation of Tourism Development in Trat Province and the Strategic Measures/Recommendations to Solve Them 168

5.22 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Chonburi Province and the Strategic Measures/Recommendations for Implementation 184

5.23 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Rayong Province and the Strategic Measures/Recommendations for Implementation 196

5.24 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Chanthaburi Province and the Strategic Measures/ Recommendations for Implementation 207

5.25 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Trat Province and the Strategic Measures/Recommendations for Implementation 223

LIST OF FIGURES

Figures **Page**

2.1 Travel and Tourism Competitiveness Index 20

2.2 Conceptual Framework 58

5.1 Map of the Active Beach Tourism Cluster 103

5.2 Map of the Provinces in the Active Beach Tourism Cluster 104

5.3 The Researcher on Visit at the Salak Kok Traditional Guide Club 217

5.4 A Kayak and a Sunset Dining Boat for Watching Nature through a Mangrove Forest and Experiencing Traditional Fishery at Salak Kok Bay 217

5.5 Mangrove Forest and Traditional Fishing Boats at Salak Kok Bay 218

5.6 Policy Framework and Strategic Measures on Sustainable Tourism Development for the Active Beach Tourism Cluster 245

CHAPTER 1

INTRODUCTION

1.1 Background and Statement of the Problem

As a service sector, tourism industry plays a major role in the economic stability. Tourism contributes to several related businesses, such as hotels and accommodation, restaurants, souvenirs, and transportation and logistics. The tourism industry encourages investment, increases employment, generates income for people in the country, distributes income to local people and establishes economic development in local communities. Even in times of economic crisis, tourism can still generate revenue for the nation. Regarded as national assets, tourism resources attract visitors to the natural beauty and surrounding areas, as well as uniqueness, arts and culture of the country. Revenue from tourism, therefore, is an important part to compensate for the national trade deficit.

According to the statistics of the Immigration Bureau and the Department of Tourism in 2005-2014, the number of international tourists traveling to Thailand increased gradually by 9.35% annually, from 11,516,936 people in 2005 to 24,779,768 people in 2014. An exception was in 2009 where the number of tourists decreased from the previous year due to political unrest. The number of international tourist arrivals and the percentage change between 2005 and 2014 are shown in Table 1.1.

Table 1.1 Number of International Tourist Arrivals to Thailand and the Percentage Change between 2005 and 2014

Year	Number of Tourist Arrivals (People)	Percentage Change (%)
2005	11,516,936	-
2006	13,821,802	20.01
2007	14,464,228	4.65
2008	14,584,220	0.83
2009	14,149,841	-2.98
2010	15,936,400	12.63
2011	19,230,470	20.67
2012	22,353,903	16.24
2013	26,546,725	18.76
2014	24,779,768	-6.66

Source: Department of Tourism, Ministry of Tourism and Sports, 2015.

Note: Information in 2014 is a Draft Report by the Department of Tourism on May 2015

According to the statistics of international tourist arrivals between 2005 and 2014, it was found that the tourism revenue of Thailand increased gradually by 14.47% annually, from 367,380.36 million Baht in 2005 to 1,147,653.49 million Baht in 2014. An exception was in 2009 when Thailand had faced a difficult political situation then the tourism revenue dropped as a result. It is evidence that the increase of tourism revenue is related to the number of international tourist arrivals. The growth of tourism revenue particularly from international tourists is seen to be on the up. The tourism revenue and the percentage change between 2005 and 2014 can be found as following:

Table 1.2 Revenue and Annual Growth of Tourist Arrivals between 2005 and 2014

Year	Tourism Revenue (Million Baht)	Percentage Change (%)
2005	367,380.36	-
2006	482,319.17	31.29
2007	547,781.81	13.57
2008	574,520.52	4.88
2009	510,255.05	-11.19
2010	592,794.09	16.18
2011	776,217.20	30.94
2012	983,928.36	26.76
2013	1,207,145.82	22.69
2014	1,147,653.49	-4.93

Source: Department of Tourism, Ministry of Tourism and Sports, 2015.

Note: Information in 2014 is a Draft Report by the Department of Tourism on May 2015

When comparing the tourism revenue of international tourists to gross domestic product (GDP), it was found that between 2005 and 2014, the ratio of tourism revenue to GDP is at 4.82-9.35%. The ratio of the tourism revenue of international tourists to GDP has tended to increase significantly. The figure is shown in Table 1.3.

Table 1.3 Ratio of the Tourism Revenue of International Tourists to GDP from 2005 to 2014

Year	Tourism Revenue[1)] (Million Baht)	GDP[2)] (Million Baht)	Ratio (Percentage)
2005	367,380.36	7,614,409	4.82
2006	482,319.17	8,400,655	5.74
2007	547,781.81	9,076,307	6.04
2008	574,520.52	9,706,932	5.92
2009	510,255.05	9,654,016	5.29
2010	592,794.09	10,802,402	5.49
2011	776,217.20	11,300,485	6.87
2012	983,928.36	12,354,656	7.96
2013	1,207,145.82	12,910,038	9.35
2014	1,147,653.49	13,148,601	8.73

Source: 1) Department of Tourism, Ministry of Tourism and Sports, 2015.
2) Office of the National Economic and Social Development Board, 2015.

Note: The Tourism Revenue in 2014 is a Draft Report by the Department of Tourism on May 2015.

Like other industries in an environment of dynamic change, tourism has been affected by economic change, social issues, political situations, terrorist threats and emerging disease. According to the Travel and Tourism Competitiveness Report 2013 by the World Economic Forum, the international organization rating the tourism industry, Thailand ranked the 43rd of 140 countries in the survey. Of the countries in Southeast Asia, Thailand ranked third, after Singapore and Malaysia, respectively. In the future, the intensity of rivalry will tend to increase due to the free trade agreement for both goods and services in accordance with the cooperation framework at sub-regional, regional and international levels. Especially, the ASEAN economic community which its members are Thailand and other nine countries is stepping toward full implementation in 2015. The framework of the World Trade Organization

(WTO) also requires all member countries to comply with the General Agreement on Trade in Services (GATS) that lists tourism as one of 12 service sectors that must implement a free trade agreement.

With the financial assistance and academic help of the Asian Development Bank (ADB), the Greater Mekong Sub-region (GMS) whose member countries are Thailand, Myanmar, Lao People's Democratic Republic, the People's Republic of China, Cambodia and Vietnam, entered into a program of sub-regional economic cooperation in 1992. The strategic framework was designed to encourage cooperation and relied on the competitive advantage in each country. The strategic plan also listed tourism as one of nine sectors to be implemented (Asian Development Bank, 2012). The Economic Corridors Development in the Greater Mekong Sub-region (GMS) is divided into three areas: East-West Economic Corridor, North-South Economic Corridor and Southern Economic Corridor.

The Southern Economic Corridor (SEC) consists of four GMS countries: Thailand, Laos, Cambodia, and Vietnam. In Thailand, it covers six provinces: Bangkok and another five provinces in the eastern region, Chonburi, Rayong, Chanthaburi, Trat and Sa Kaeo. According to the analysis of the Asian Development Bank, the area along with the Southern Coastal Sub-corridor in Thailand covers six provinces with potential for tourism investment, whether this be cultural tourism, historical tourism, ecotourism or other travel-related service businesses such as hotels, resorts, restaurants, travel, and transportation services. In the future, the Southern Economic Corridor, where many tourist attractions are located, can be developed and connected together as a tourism corridor (Asian Development Bank, 2010).

According to the National Tourism Development Plan 2012-2016, the National Tourism Policy Committee has grouped potential provinces for tourism development into eight clusters. These include Lanna Civilization, World Heritage Site linked to Ecotourism, Southern Esarn, Lifestyle of Mekong River, Central River Basin Lifestyle, Active Beach, Royal Coast, and Two Miracles of the Ocean Clusters.

The Active Beach Tourism Cluster consists of coastal provinces in the eastern region of Thailand. It includes Chonburi, Rayong, Chanthaburi, Trat and other provinces that have similar activities. The provinces in the Active Beach Tourism Cluster are located near Bangkok, the capital city of Thailand, and not far from

Suvarnabhumi International Airport. It is convenient for Thai tourists and foreigners traveling to the place in a short time. In addition, the area is also the industrial hub and center for export-oriented industries through marine transport at Laem Chabang Port. It is an agricultural area with fruits and local products, and a fishing area with marine fishery resources. It has abundant precious gemstones. It also has plenty of natural resources for tourism, including forests, waterfalls, white sands and islands, historical areas, and providing man-made tourist attractions. There is a wide variety of ecotourism, agrotourism, and historical tourism in the cluster. Due to the abundance of natural resources, tourism is vital to the economy of the eastern region and of the country as well.

The trend of current world tourism is moving forward to sustainable tourism. To develop, it must balance all three dimensions: economic, social and cultural, and natural resources and environment. In the initial stage of Thailand's tourism, the government set a priority to boost the economy by using the concepts of marketing and advertising in order to attract tourists. It also encouraged the private sector to invest in tourism. Even though tourism generated a large amount of money, it brought the degradation of natural resources, and damage to the environment and tourist attractions. Later on the government began to focus on the impacts of tourism. The plan to develop ecotourism or sustainable tourism appeared in the Eighth National Economic and Social Development Plan.

The Ministry of Tourism and Sports analyzed the situation and environment and found that tourist attractions had deteriorated due to the expansion of tourism that focused only on the number of tourists and income while tourist attractions were not able to accommodate the tourist inflow. The government mechanism to manage tourism was weak and lacked unity. Rules and regulations could not be changed to keep pace with the development of the private sector. The development of tourism lacked participation from many related stakeholders such as the public and private sectors, local communities and the local administrative organizations. Furthermore, human resources in the tourism sector did not meet international standards.

To create competitive advantage through tourism and adapt to the change in various situations, the Council of Ministers promoted tourism to the national agenda on 17th April 2009. The Ministry of Tourism and Sports has responsibility to launch

the National Tourism Development Plan 2012-2016 in order to recover and stimulate the growth of the sector, accelerate the potential to earn revenue, develop tourism to be ready in terms of quality, competitive advantage, and income distribution together with the approach of sustainable development. There are five strategic issues in the plan including: (1) development of infrastructure, logistics and facilities for tourism; (2) development and rehabilitation of tourist attractions to be sustainable; (3) development of products, services and supporting factors for tourism; (4) building up tourists' confidence and promoting tourism; and (5) promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources. All the five strategic issues are driven to promote and develop the tourism sector to be an income-generating source and distribute income in balance and sustainably.

To achieve the goals of the National Tourism Development Plan 2012-2016, there are many organizations and sectors, which can influence the success or failure of the plan. According to the researcher's literature review, there was no study about problems and hindrances to implement the National Tourism Development Plan 2012-2016 as well as the past performance and the prospective progress of policy implementation in the Active Beach Tourism Cluster. With the above reasons and its importance, it is interesting to study the tourism context, problems and hindrances in the implementation of the National Tourism Development Plan 2012-2016, the past performance and the prospective progress in order to build up a policy framework and strategic measures on sustainable tourism development for the Active Beach Tourism Cluster.

1.2 Research Objectives

1) To study the tourism context of the Active Beach Tourism Cluster, a coastal province cluster located along the eastern sea of Thailand. The Active Beach Tourism Cluster consists of four provinces: Chonburi, Rayong, Chanthaburi and Trat.

2) To study the past performance and the prospective progress of policy implementation in line with the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster.

3) To propose a policy framework and strategic measures on sustainable tourism development for the Active Beach Tourism Cluster.

1.3 Research Questions

1) How is the context of tourism in the Active Beach Tourism Cluster in line with the National Tourism Development Plan 2012-2016? Within this context, how does it affect the Active Beach Tourism Cluster and is it in line with sustainability approach?

2) How has the past performance and prospective progress been implemented in line with the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster?

(1) Are the strategic issues relating to tourism development in the provincial cluster development plan, the provincial development plan and the local development plan of the local administrative organizations in the Active Beach Tourism Cluster consistent with the National Tourism Development Plan 2012-2016? How much are they related to each other?

(2) To execute the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster, it relates to many organizations. In the implementation, what are the problems and hindrances occurring? What are the causes of those problems and hindrances?

(3) According to the National Tourism Development Plan 2012-2016, the goal is to enhance and develop the tourism sector to be a potential revenue-generating source as well as distribute income on a sustainable basis. What are the past performance and the prospective progress of sustainable tourism development in the Active Beach Tourism Cluster in the following issues?:

(a) Economic benefits
(b) Social and cultural impacts
(c) Natural resources and environmental impacts
(d) Participation of local community and civil society
(e) Participation and performance of the private sector
(f) Tourists' opinions toward tourist attractions.

3) How should the policy framework and strategic measures be in sustainable tourism development for the Active Beach Tourism Cluster?

1.4 Scope of the Study

1) This research aims to study the implementation of tourism policy in line with the National Tourism Development Plan 2012-2016, which the National Tourism Policy Committee and the Council of Ministers approved on 15th February 2011. It was published in the Royal Thai Government Gazette, General Version, Volume 128, Special Part 67 Ngor, 17th June 2011, effective on the day the Gazette was published.

2) This research studies the cluster of provinces along the eastern coastal of Thailand. They include Chonburi, Rayong, Chanthaburi and Trat, having potential for tourism development and being grouped as the Active Beach Tourism Cluster in line with the National Tourism Development Plan 2012-2016. The study focuses on four coastal tourist attractions in four provinces. The reason to choose coastal tourist attractions as representatives for this study is that the cluster is key for coastal tourism, beaches and islands. They are cohesive to the cluster's name given by the Ministry of Tourism and Sports. Their tourism revenue is the highest in each province. They reflect the popularity of tourist attractions. In each tourist attraction, there are different organizations to support and enhance a sustainable approach to tourism.

Table 1.4 Tourist Attractions for the Research and the Organizations in the Areas

Provinces	Tourist Attractions	Organizations in Tourist Attractions
Chonburi	Pattaya	The Office of Pattaya City which is a self-governing municipality and the Designated Areas for Sustainable Tourism Administration
Rayong	Samed island	The Phe Sub-district Administrative Organization and the Khao Leam Ya - Moo Koh Samed National Park
Chanthaburi	Chao Lao beach, Laem Sadet beach and Kung Krabaen bay	The Klongkhud Sub-district Administrative Organization and the Kung Krabaen Bay Royal Development Study Center under the Royal Initiative of His Majesty the King
Trat	Chang island	The Koh Chang Sub-district Municipality, the Koh Chang National Park and the Designated Areas for Sustainable Tourism Administration

1.5 Definition of Terms

1) Tourism Context means the environment or factors that affect tourism. The study stresses the factors that support and impede tourism such as location, convenience of travel and communication/transportation, tourist attractions, the ecosystem, natural resources and the environment, and government policy that favors and supports tourism.

2) Tourism Policy is a set of regulations, rules, guidelines, directives and development/promotion objectives and strategies that provide a framework within

which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken (Ritchie and Crouch, 2003: 148).

3) Strategic issue is a collection of strategies, tactics and operations taken together in order to achieve the organization's goal and win over the competitors whether government or private sector (Pricha Hongskrailers, 2005: 25).

4) Strategy is a pattern and way of action to procure services and the necessary resources to drive the organization to reach goals (Boyne and Walker, 2010). The strategy is used at operational level. In this research, strategy is a method and guideline for implementation in accordance with objectives to achieve the goal.

5) Tourism is a social, cultural and economic phenomenon that entails the movement of people to countries or places outside their usual environment in a period not more than one year for business, relaxation or other personal purposes apart from relocating to work (World Tourism Organization, n.d.b).

6) A tourist is a person who travels to destinations outside their usual environment in a period not more than one year for business, relaxation or other personal purposes apart from relocating to work (World Tourism Organization, n.d.b). This research includes overnight visitors, excursionist or same-day visitors, according to the meaning of the World Tourism Organization (n.d.b), in both domestic and inbound tourism.

7) Tourist attraction is a place or destination where tourists visit.

1.6 Benefits of the Study

The benefit of the research will reveal the contexts affecting tourism, past performance, prospective progress, problems and hindrances for implementing tourism policy in line with the National Tourism Development Plan 2012-2016, the policy framework as well as strategic measures. It is useful for planning, operational improvement, policy formulation, and strategic implementation of tourism development in the Active Beach Tourism Cluster to proceed in line with the guidelines of sustainable tourism development.

CHAPTER 2

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The researcher, in this literature review, studied the relevant concepts and related references in order to develop them into a conceptual framework for this study. The concepts derived from such literature review and the conceptual framework will be presented as follows:

2.1 Concepts relating to policy implementation
2.2 Concepts relating to strategic management
2.3 Definitions and situations of tourism
2.4 Sustainable tourism development
2.5 Tourism policy
2.6 Concepts relating to participation
2.7 Concepts relating to sense of community
2.8 Related studies and research
2.9 Summary of the literature review
2.10 Formation of conceptual framework

2.1 Concepts Relating to Policy Implementation

Policy specifies the behavior of a person or a group of persons with clear-cut proposes. In regard to public policy, it is the relationship of a government unit to its environment (Anderson, 1994: 4-5). Public policy is whatever government chose to do or not to do (Dye, 1995: 2) According to Friedrich, public policy is a set of proposals relating to acts of a person, a group of persons, or government under environments pertaining to problems, obstacles and opportunities. The policy is proposed to be implemented in solving problems, aiming that the objectives would be concrete. In general, public policy should be composed of key concepts of goals,

objectives, or purposes of government's actions (Friedrich, 1963: 70 quoted in Sombat Thamrongthanyawong, 2011: 12).

Van Meter and Van Horn (1975) state that policy implementation is an action by either government or the private sector, either individual or group of persons in order to achieve the desired objectives. Policy implementation is a kind of decision-making transformation to action that causes some change, more or less. Policy implementation will occur after setting the goal through legislation and approval of budget. The authors present a prototype of policy implementation with six interlinking variables that lead the policy to success:

1) Policy standards and objectives. The policy makers should clearly set the policy without ambiguity in order that the practitioners can easily understand, comply and deliver the outcomes as desired.

2) Policy resource. Policy resource means the supply of resources in order to effectively facilitate the management and the implementation.

3) To understand individuals of standards and objectives of the policy for their effective implementation and fulfillment in respect of (1) clarity of standards and objectives; (2) accuracy of communication to implementers; and (3) consistency or uniformity with which they are communicated by various sources of information.

4) Potential of organization. Potential of organization depends on the characteristics of the organization and the procedures it implements for success.

5) Economic, social and political conditions. Attention should be paid to the following: (1) sufficiency of resources; (2) other factors other than economic and social conditions that affect policy implementation; (3) public opinions; (4) opponents or supporters on policy implementation; and (5) groups, members or organizations that agree or oppose policy implementation.

6) Perception of the implementers. It is the implementers' perception of policy under the decision-making authority. There are three possible causes that may affect the ability and the willingness in implementation including: (1) cognition – acknowledgement, intention, and understanding; (2) direction – acceptance, agreement or disagreement, impartiality or refusal of policy; and (3) intensity – seriousness in implementation.

Berman (1978) states that policy implementation is compliance with policy already decided. The author pointed out that policy implementation can be divided into two levels: macro implementation and micro implementation. The policy or project will be transferred from the macro level to the micro level, put differently from the policy-making sector to local organizations.

In general, the transmission of policy to implementation is based on a reasonable relationship in that it is the output of an organization that becomes the input of another organization. The final outcomes of the policy or project depend on the transmission. The procedure selected by the implementing organization is the determination of outcomes. Each transmission causes difficulty and uncertainty to outcomes. The more transmissions the more problems can be incurred.

The implementation effectiveness of policies or projects depends on the role and complexity of the policy's alternatives, institutional setting, organization structure and culture, authority and autonomy of the sector where the organization belongs. The four organization-based factors that cause uncertainty and difficulty in policy implementation are: goal discrepancies, influence and authority differentials, resource deficiencies and communication among organizations. However, there are some factors that cause failure of the result or policy intention: ambiguity in intention, cooperation among organizations which depend on complexity and formality in administration of organizations, misunderstandings between project introduction and response of locality, and policy mutation during implementation of local government agencies.

According to Sombat Thamrongthanyawong (2011: 431-446), success or failure of policy implementation depends on several key factors:

1) Source of policy. Good policy must have legitimacy, be valid, consistent with social values and be recognized by the majority of the people. The policy contents should cover all issues that need to be solved and can done in reality.

2) The clarity of policy. Policy, measures and other details should be clear and adequately detailed.

3) Support for Policy. Both practitioners and people affected by the policy should support policy implementation. Sufficient support is necessary that will lead to successful implementation.

4) Complexity of administration. Policy implementation has a close relationship with the administrative structure of an organization. Complexity of an organization causes distortion to policy objectives, which is a major obstacle to success in policy implementation. The policy makers should closely control, follow up, supervise and coordinate with the implementers.

5) Incentives for implementers. This is a point that directly deals with the implementers' performances and motivates their perseverance to work. If the implementers, policy makers and superiors have leadership and understand their spiritual values on incentives, and fairly allocate to them incentives meeting with their requirements, this will support their spirit, will power, and potential to efficiently and effectively implement and fulfill the desired policy.

6) Resources allocation. Sufficient resources are significant factors that lead policy implementation to fulfillment. Such resources include funds, time, staffing, technology and necessary equipment. In general, it is obvious that resources are not enough for developing projects due to limited resources. Thus, the important thing is to properly use the available resources with respect to the priority of plans and projects through strategies of resources allocation and utilization aiming at ultimate benefits.

2.2 Concepts Relating to Strategic Management

Boyne and Walker (2010) state that strategic management is an important tool enhancing the organization performance since it is an adjustment of internal capability to external environment, that can assist the manager to control his organization to deliver a better performance. Such strategy contains variables that influence the performance. In other words, the strategy is a pattern and way of action to procure services and the necessary resources to drive the organization, reaching organizational goals by changing the environment suitably with opportunities. This can be said that it is a kind of steering the organization to reach the desired target.

Porter (1980) states that all organizations that are competing in the industrial sector usually have their own competitive strategies; both apparent and hidden. Competitive strategy can be developed from the planning process or gradual

appearance in activities performed by each section according to its assigned duty. An important thing that stipulates organization strategy is the environment the organization faces. The development of competitive strategy is the updating of guidelines that leads to more efficient competiveness and achievement of the organization in order to develop its business through highlighting its competitive distinctions among others.

Bryson (2004) quotes that a strategic plan is an indicator of the organization's mission, describing what the organization seeks to do within a certain environment, allowing the implementers to realize the relationship among sections of the organization as well as other organizations. In addition, it also publicizes and disseminates the organization's performances. A strategic plan usually comprises a set of concepts, procedures and tools that help the organization/community reach its work targets.

Before preparing the strategic plan the organization should continuously assess the environment in order to understand internal and external contexts and avoid overlooking some problems but increase the organization's potential. The organization, through such a strategic plan, will always be able to visualize the changing environment so that it can realize its strengths and weaknesses in comparison with the accessed external environment. It will be able to either prevent damage or decrease the severity of damage and forecast what is likely to happen and how to cope with it. In addition, an environmental assessment will also facilitate the organization for preparedness in specifying important strategies. The data or information derived from the assessment of the environment can be applied in determining strategic issues.

Amason (2011) points out that the strategy that brings the organization to fulfillment should be the one that matches with the environment of competition, structure and performance of the organization. Each strategy is particularly planned for specific structures and performances of an organization.

Pugh and Bourgeois (2011) state that strategy does not originated in the organization itself but the thing it should prepare and keep on doing to support its business for prosperity and success. All members of the organization should participate in searching and developing the process of strategy creation. Operation

staff or front-line teams can propose action-oriented tools they have found during operations while the executive who has leadership with wider visions in industry, market and internal portfolio can determine the comparatively analytical strategic tools with higher and higher complexity, and select the best alternatives of strategy proposed by operational staff.

For tourism, strategy is what the government should do continuously. The strategy is a pattern and way of action to achieve planned goals and push Thailand's tourism to have competitive advantages in a long term.

2.3 Definitions and Situations of Tourism

World Tourism Organization (n.d.b) defines the term of tourism as a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. Tourism can be classified into three patterns:

1) Domestic tourism. Domestic tourism is the activity of residents in a country who travel to places in their homeland.

2) Inbound tourism. Inbound tourism is the activity of non-residents who travel to places in a country not their homeland.

3) Outbound tourism. Outbound tourism is the activity of residents in a country who travel to places outside their homeland.

Visitor means a traveler who journeys to a destination out of his/her normal environment for no longer than one year for the purpose of business, relaxation or personal objectives other than working. A visitor can be called a "tourist" if they take overnight stays while those who take a same-day visit are called "excursionists" (The World Tourism Organization, n.d.b).

Conservation tourism or the so-called "ecotourism" means tourism with responsibility for maintaining typical local natural and cultural resources relating to the ecosystem, environment and tourism for the purpose of awareness in sustainable ecosystem maintenance. It enhances the participation with local people to build up environmental awareness to sustainable development (Community-based Tourism Institute, 2011).

Cultural tourism means a sight-seeing tour to watch cultural expression in sites such as castles, palaces, churches, temples, ancient remains, antiques, and involve traditions, ways of living, all branches of the arts and so forth. Through historical evidence, tourists can learn backgrounds, beliefs, viewpoints, faiths, and impressions from the past that are transferred to contemporary generations (Community-based Tourism Institute, 2011).

Agrotourism means the tourism that underlines rural farmers' ways of living and welcomes tourists to participate in learning activities of agriculture, rural lifestyles, cultures, and traditions. Agrotourism is conservation tourism to protect communities and environments from impacts caused by tourism. Agrotourism is where tourists visit agricultural areas, flower gardens, farms, agro forests, herb gardens, livestock and pet farms to appreciate and gain new experiences on the basis of responsibility and awareness to maintain the environment (Department of Agricultural Extension, Ministry of Agriculture and Cooperatives, n.d.).

Health tourism means traveling to visit natural and cultural tourist attractions for the purpose of relaxation and learning people's ways of living. Some parts of the travel schedule include activities to sustain health or healing such as health consultation, fitness, body massage, herbal therapy, meditation, restorative treatments and other activities that emphasize health consciousness (Trade and Investment Service Center of Chiangmai Province, 2012). In the view of Pornphatu Rupjumlong (2009: 25), health tourism is the traveling for relaxation, recreation and pleasure in order to escape from stressful daily life by visiting a health and spa resort. Health tourism is not medical treatment and the tourists have no physical disorder. Such treatment is preventive health care through body fitness to avoid possible sicknesses, for example, meditation for emotional therapy and reinforcement in peace of mind; yoga, reiki, chi gong or any other means of body exercise for health which can help prevent illness as well as good health maintenance and age retardation.

Holden (2008: 25) states that environment refers to what actually surrounds us. In the view of Bruun and Kalland, studying the environment of a society the researcher will assume the correlation between environmental management and the natural acknowledgment of the society (Bruun and Kalland, 1995: 1 quoted in Holden, 2008: 26). Based on the organization theory, the organization environment

means the factors that surround the organization which can affect the performance and the access to rare resources (Tippawan Lorsuwannarat, 2010: 122). Strategic planning focuses on achieving the best fit between an organization and its environment. An organization must understand the external and internal contexts within which they find themselves so that they can develop effective strategies to act in a sensible way so that organizational performance is enhanced (Bryson, 2004).

In terms of tourism, tourism is the system that links with the environment (Holden, 2008: 25). The past indicates that the environment of tourist attraction is the most inducing factor and generates tourism: scenic sites, climate, geography, natural resources, ecosystem, culture, trade, and whatsoever that is expressed in terms of physical characteristics. These are important factors of tourist activities (Farrell and Runyan, 1991: 26 quoted in Wall and Mathieson, 2006: 157-158).

According to Weaver and Lawton (2006: 97-107), there are nine factors that influence tourism: (1) geographic conditions – the location and traveling time to the tourist attraction; (2) accessibility of tourist attraction – travel and transportation conditions should be good and the regulations should be easily complied with by the tourists; (3) particular appeal of the tourist attraction; (4) culture of local people; (5) sufficiency and quality of services such as accommodation, restrooms, facilities, security and first aid; (6) inexpensive travel and accommodation costs; (7) peacefulness, social and political stability, and safety in life and property; (8) images as well as belief, attitude and impression of visitors of tourist attractions; and (9) government policy that favors and supports tourism.

In 2015, the World Economic Forum (2015: 3-7) carried out a poll by means of the Travel and Tourism Competitiveness Index (TTCI) for countries around the world. The index measures the set of factors and policies that enable the sustainable development of the travel and tourism sector, which in turn, contributes to the development and competiveness of a country. It is composed of 14 pillars in four sub-indices as follows:

1) Enabling Environment Sub-index. It captures the general settings necessary for operating in a country: (1) business environment; (2) safety and security; (3) health and hygiene; (4) human resources and labor market; and (5) information and communication technology (ICT) readiness.

2) Travel and Tourism Policy and Enabling Conditions Sub-index. It captures specific policies or strategic aspects that impact the travel and tourism industry more directly: (6) prioritization of travel and tourism; (7) international openness; (8) price competitiveness; and (9) environmental sustainability.

3) Infrastructure Sub-index. It captures the availability and quality of physical infrastructure of each economy: (10) air transport infrastructure; (11) ground and port infrastructure; and (12) tourist service infrastructure.

4) Natural and Cultural Resources Sub-index. It captures the principal "reason to travel": (13) natural resources; and (14) cultural resources and business travel.

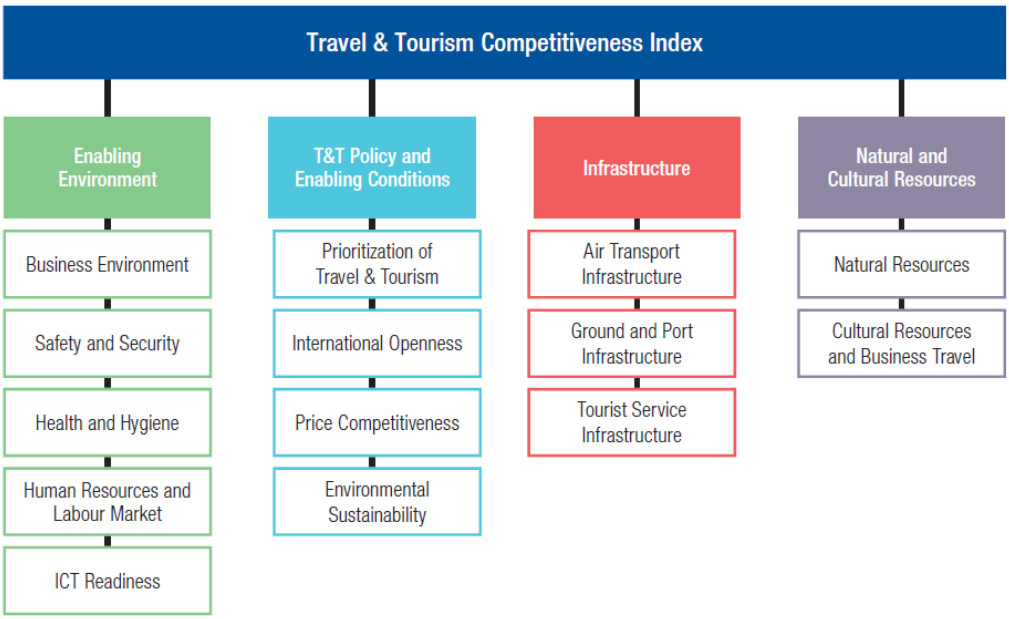

Figure 2.1 Travel and Tourism Competitiveness Index

Source: World Economic Forum, 2015: 4.

The growth rate of international tourism 2010 to 2030 forecasted by the World Tourism Organization (UNWTO) is at 3.3% per year which is lower than the former figure of the years 1980 to 2020 by 4.2% per year. Part of such decrease has resulted from economic regression. However, the trend of tourism is still expanding, especially

for new tourist attractions. In the long run the nature of tourism will change to sustainable tourism (World Tourism Organization, 2011).

United Nations Environment Programme and World Tourism Organization (2005: 12-14) expresses that tourism has to face global challenges in the same manner as that of other industries. There are five challenges perceived for tourism: (1) managerial issues due to dynamic growth of tourism; (2) climatic change since climate plays an important role in affecting tourism; (3) poverty mitigation since tourism draws culture and natural resources for its advantages in competition i.e. tourist attractions become the sources of income and employment for local communities. Thus, to cope with this challenge is to find out ways to distribute income obtained from tourists' expenses to communities; (4) conservation of cultural and traditional heritage areas because entrance charges, concessions, and permit fees as well as expenses are income gained from tourism. In addition, tourism is still an impulse of sustainable land management for local residents in communities for the purpose of natural resources conservation; and (5) health, safety and security due to uncertainty in contagious diseases and safety in tourist attractions which cause variations, so the information management, especially in security measures, is therefore a challenge for sustainable tourism.

2.4 Sustainable Tourism Development

United Nations Environment Programme and World Tourism Organization (2005: 8-9) defines sustainable development which is given in the report of the World Commission on Environment and Development (WCED) in 1987 as "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

Sustainable Development is based on two principles that are (1) the concept of needs of all people, especially for the poor, to have a better life and (2) the concept of limited resource usage to create maximum benefits. For sustainable development, three dimensions are required to be fostered. These are economic, social, and environment dimensions. These three dimensions are in many ways interdependent

and can be both mutually reinforcing or in competition. There must, therefore be a balance of all three aspects to ensure sustainable goals.

1) Economic sustainability. Economic sustainability means generating prosperity at different levels of society and addressing the cost effectiveness of all economic activity. Crucially, it is about the viability of enterprises and activities and their ability to be maintained in the long term.

2) Social sustainability. Social sustainability means respecting human rights and equal opportunities for all in society. It requires an equitable distribution of benefits, with a focus on alleviating poverty. There is an emphasis on local communities, maintaining and strengthening their life support systems, recognizing and respecting different cultures and avoiding any form of exploitation.

3) Environment sustainability. Environment sustainability means conserving and managing resources, especially those that are not renewable or are precious in terms of life support. It requires action to minimize pollution of air, land and water, and to conserve biological diversity and natural heritage.

For tourism, United Nations Environment Programme and World Tourism Organization (2005: 9-10) explains that tourism is in a special position in the contribution it can make to sustainable development and the challenges it presents. Firstly, this is because of the dynamism and growth of the sector, and the major contribution that it makes to the economies of many countries and local destinations. Secondly, it is because tourism is an activity which involves a special relationship between consumers (visitors), the industry, the environment and local communities. This special relationship arises because, unlike most other sectors, the consumer of tourism (the tourist) travels to the producer and product. This leads to three important and unique aspects of the relationship between tourism and sustainable development.

1) Interaction. The nature of tourism, as a service industry which is based on delivering an experience of new places, means that it involves a considerable amount of interaction, both direct and indirect, between visitors, host communities and their local environments.

2) Awareness. Tourism makes visitors and hosts become more conscious of environmental issues and differences between nations and cultures. This

can affect attitudes and concerns for sustainability not only while traveling but throughout people's lives.

3) Dependency. Much of tourism is based on visitors seeking to experience intact and clean environments, attractive natural areas, authentic historic and cultural traditions, and welcoming hosts with whom they have a good relationship. The industry depends on these attributes being in place.

With a close and direct relationship, it creates a sensitive situation, where tourism can cause damage but also, adversely, supports sustainable development. For example, tourism can have a negative impact on an ecosystem, deteriorate environments and disturb the living of wildlife, change traditional societies, destroy natural resources, cause a scramble for a limited resource and contribute to global and local pollution. However, on the other hand, tourism can bring about many positive advantages. It provides opportunities for enterprise, creates employment, stimulates investment, and supports local services. Tourism transfers economic value to natural resources and culture. That may come from tourist spending on natural conservation; supporting local people to conserve their resources and it can foster inter-cultural understanding and peace.

World Tourism Organization (2004: 7) proposes that sustainable tourism development and management are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Principles of sustainability refer to the environmental, economic, and social and cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Thus, sustainable tourism should:

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

2) Respect the social and cultural authenticity of host communities, conserve their buildings 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.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices among them.

United Nations Environment Programme and World Tourism Organization (2005: 18-19) states that the agenda for sustainable tourism needs to embrace two interrelated elements of the sustainability of tourism which are: (1) the ability of tourism to continue as an activity in the future, ensuring that the conditions are right and (2) the ability of society and the environment to absorb and benefit from the impacts of tourism in a sustainable way. Based on this, an agenda for sustainable tourism can be articulated as a set of twelve aims that address economic, social and environment impacts. The twelve aims for an agenda for sustainable tourism are as follows:

1) Economic viability. To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.

2) Local prosperity. To maximize the contribution of tourism to the economic prosperity of the host destination, including the proportion of visitor spending that is retained locally.

3) Employment quality. To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.

4) Social equity. To seek a widespread and fair distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.

5) Visitor fulfillment. To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, and disability or in other ways.

6) Local control. To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.

7) Community wellbeing. To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.

8) Cultural richness. To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.

9) Physical integrity. To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.

10) Biological diversity. To support the conservation of natural areas, habitats and wildlife, and minimize damage to them.

11) Resource efficiency. To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.

12) Environmental purity. To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

2.5 Tourism Policy

Tourism has implications on the economy, on the natural resources and environment, on the local population at the destination and on the tourists themselves. Due to these multiple impacts, the wide range and variety of production factors required to produce those goods and services acquired by visitors and the wide spectrum of stakeholders involved with or affected by tourism. Therefore, there is a need for a holistic approach to tourism development, management and monitoring. Tourism policy should be formulated and implemented at both national and local

levels. Furthermore, integration of agreements and processes relating to tourism should be included (World Tourism Organization, n.d.b).

Ritchie and Crouch (2003: 148) define tourism policy as “a set of regulations, rules, guidelines, directives and development/promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken”.

Moreover, Ritchie and Crouch (2003) state that the objective of tourism policy is to create an environment that offers ultimate benefits from tourism to stakeholders and in the meantime it minimizes negative impacts from tourism activities. In addition, tourism policy also supports and provides an atmosphere of cooperation among the stakeholders.

Besides the previous definitions, tourism policy is also a set of rules and regulations that describe the duties of those involved. In other words, it is a set of activities accepted by stakeholders, it is an acceptable set of activities and shared guidelines in tourist attractions, it begets consensus in visions, strategies, and objectives of tourist attractions, as well as discussions on frameworks of government and the private sector which yields social and economic benefits so that the tourism sector can efficiently cope with other sectors in the economic system.

United Nations Environment Programme and World Tourism Organization (2005: 18) recommend two frameworks for sustainable tourism development: (1) minimize negative social and environmental impacts caused by tourism; and (2) maximize positive impacts from tourism through local community economy; conservation of nature and cultural heritage and the betterment of life quality for both local people and tourists.

On the other hand, the United Nations Environment Programme and World Tourism Organization (2005) find that it is the government that plays an important role to develop and manage tourism in a sustainable manner. The duty of the government is to build an environment that assists the private sector to comply with sustainability and formulate tourist behavior in order to gain ultimate benefits and minimize negative impacts caused by tourism. Tourism development planning should have a holistic perspective as part of sustainable community development and in parallel with other development activities. Other public policies affecting tourism, and

vice versa, should be also taken into consideration. Sustainable tourism is the matter to be controlled by communities in the tourist areas, with cooperation of all sectors. Tourism should be planned in the long run and continuously performed, with the help of indicators in control and inspection.

Sustainable tourism strategy is the essential directive of goals and destinations, composing of three steps: (1) analyzing conditions, problems and opportunities; (2) identifying objectives and making strategic choices; and (3) developing policies and action programs. Such sustainable tourism strategy should connect to all interrelated national strategies, for example, environmental and biodiversity; poverty reduction, including sub-strategies of sustainable tourism such as ecotourism. In addition, any national and local strategies should be integrated as well.

2.6 Concept Relating to Participation

Creighton (2005: 7 quoted in Chutarat Chompunth, 2012) defines the meaning of public participation as:

> Public participation is the process by which public concerns, needs and values are incorporated into governmental and corporate decision-making. It is two-way communication and interaction, with the overall goal of better decisions that are supported by the public.

Community participation is a concept that attempts to bring different stakeholders together for community problem solving and decision making (Talbot and Verrinder, 2005 quoted in Aref, Ma'rof and Sarjit, 2010). Community participation as the creation of a democratic system and process to help community members to get actively involved and to take responsibility for their own development, to share benefits of community development and to improve their decision-making power (Levi and Litwin, 1986 quoted in Aref, 2011). It is the mechanism for active community involvement in partnership working, decision making and representation in community structures (Chapman and Krik, 2001 quoted in Aref, Ma'rof and Sarjit, 2010; Aref, 2011).

Community participation increases people's sense of control over issues that affect their lives and also promotes self-confidence and self-awareness (Nampila, 2005 quoted in Aref, 2011). Community participation can be seen as a process whereby the members of a community are given a voice and a choice to participate in issues affecting their lives (Aref, 2011). Community participation provides a sense of community to take responsibility for oneself and others, and a readiness to share and interact (Aref, 2010). It is one of the mechanisms to empower people to take part in community development. Increased community participation is a means to achieve community capacity to resolve community problems (Lasker, Weiss and Miller, 2001 quoted in Aref, Ma'rof and Sarjit, 2010).

For tourism development, local people in a community can participate in tourism management by offering products and culture to tourists (Simmons, 1994 quoted in Kennett-Hensel, Sneath and Hensel, 2010). Moreover, community participation in the tourism development process can support and uphold local culture, tradition, knowledge and skill, and create pride in community heritage (Lacy, Batting, Moore and Noakes, 2002 quoted in Aref, Ma'rof and Sarjit, 2010; Aref, 2011).

Creighton (1992) states that a public participation process is the mechanism not only where the people can perceive in advance of the government's decisions but they still can influence such decisions from the beginning up to the end of the decision process.

Public participation is the channel that creates communication among groups in a community in order to understand each group's requirements and build good relationships to restrain any extreme acts. Public participation is useful in increasing the quality of decisions, clarifying the objectives and requirements of the project or policy, reducing expenses and time wasting due to people's conflict, building consensus and acceptance among groups so that the participants feel they are the decision makers that lead to the implementation of the project or policy becomes easy. People's participation from the start can reduce possible violent confrontation. It also maintains reliance and legitimacy so that the people can understand the reasons that lead to decisions. Officers would be more concerned about the people and realize the responses to people about their decision making. Moreover, public participation can

be deemed an effective forum in miniature for local leaders to develop their experience in expressing creative ideas to the public.

International Association for Public Participation (2014), the International Association for Public Participation developed a public participation spectrum. There are five consecutive degrees of participation i.e. the higher the degree of public participation the higher the effect from the public, and in the same manner as that of the strength of community.

1) Information release. This is the lowest degree of public participation in order to provide the public with balanced and objective information to assist them in understanding problems, alternatives, opportunities and/or solutions through fact sheets, websites, and open houses, etc.

2) Consultation. The purpose is to obtain public feedback on analysis, alternatives, and/or decisions through public comment, focus groups, public surveys, and public meetings, etc.

3) Involvement. The purpose is to work directly with the public throughout the processes to ensure that public concerns and aspirations are consistently understood and considered. The example tools are workshops and deliberative polling.

4) Collaboration. The purpose is to partner with the public in each aspect of the decision process, including the development of alternatives and the identification of preferred solutions. The example techniques are citizen advisory committees, consensus building, and participatory decision making.

5) Empowerment. This is the highest degree of public participation; the purpose is to place the final decision-making in the hands of the public. The government is merely the implementer pursuant to a final public decision through citizen juries, ballots, delegated decisions, etc.

Aref, Ma’rof and Sarjit (2010) propose six types of three levels of community participation in tourism development as shown in Table 2.1

Table 2.1 Types and Levels of Community Participation in Tourism Development

Levels	Types	Details
Full Participation	Empowerment	Local people directly contact tourists and develop tourism themselves. Local people control tourism development without any external pressures or any influences.
Symbolic Participation	Partnership	Local people influence some processes of tourism development.
	Interaction	Local people play more of a role at this level. The rights of local people are recognized and accepted in practice at local level.
	Consultation	Having a meeting or public hearing open for listening to public opinions in community. Community developers may bring some useful suggestions to implement.
Non-Participation	Informing	Local people will be informed of tourism development information or projects which are completely designed. The projects will be run without hearing any community opinions.
	Manipulation	Without hearing any community opinions, all tourism development projects are implemented by powerful individuals or government.

Source: Aref, Ma'rof and Sarjit, 2010.

Based on the aforesaid meanings and concepts, it can be concluded that participation is the involvement of stakeholders ranging from the share of responsibility, decision making, troubleshooting, development, and benefits. Participation reflects the demand in the community and builds consensus for all

stakeholders. It allows stakeholders to have a sense of the ownership and it increases the potential of the community.

2.7 Concept Relating to Sense of Community

A sense of community is a feeling of belonging (Bowen, Mancini, Martin, Ware and Nelson, 2003 quoted in Aref, 2011; Buckner, 1988 quoted in Aref, Ma'rof and Sarjit, 2010). The feeling of belonging to the community entails interaction with other members of the community (Buckner, 1988 quoted in Aref, Ma'rof and Sarjit, 2010).

Sense of community refers to the quality of human relationships that makes it possible for people to live together in a healthy and sustainable way (Bopp, GermAnn, Bopp, Baugh Littlejohns and Smith, 2001 quoted in Aref, Ma'rof and Sarjit, 2010; Aref, 2011). It is seen as the interdependence between individuals and communities (Sarason, 1974 quoted in Aref, Ma'rof and Sarjit, 2010; Aref, 2011). Sense of community is the feeling of obligation and commitment of an individual towards other members in the community, which develops over time through understanding of collective values, beliefs and interests among community members (Bowen, Mancini, Martin, Ware and Nelson, 2003 quoted in Aref, 2011). It helps people feel they are a part of something larger than themselves. Developing a sense of community contributes to community capacity building by enabling people to feel connected and motivated to live in harmony and work together towards common community goals (Aref, Ma'rof and Sarjit, 2010). Sense of community can be seen as the capacity of the local people to participate in development activities (Cupples, 2005 quoted in Aref, Ma'rof and Sarjit, 2010). The lack of sense of community has been reported as one of the reasons as to why people do not participate in development activities (DeNeui, 2003 quoted in Aref, Ma'rof and Sarjit, 2010).

From the definitions and concepts above, it can be concluded that the sense of community is the community awareness which is a sense of ownership and commitment that will lead to community development for achieving a common goal and to build up the capacity of community to get involved in community development.

2.8 Related Studies and Research

2.8.1 Research on Policy Implementation

A. Devine and F. Devine (2011) studied tourism management in the north of Ireland. The outcome showed that over-governed policy caused a complexity of networks and not a good atmosphere of cooperation. Instead it caused confusion and chaos in the tourism industry. The lack of communication and coordination among agencies due to unclear direction of the policy, delays in execution and conflicts in the process. In addition, the decrease of expenditure, especially during crisis, caused the agencies dared not to make decisions and lacked strategic leadership, which is an important thing to mobilize a tourism plan. The authors had some suggestions to regroup and downsize government administrations into a more centralized administration under a streamlined supervision. This would cut down tiers of consultancy and conflicts in development matters as well as costs. Furthermore, the government sector should work closely with the private sector on tourism marketing, planning and development. Also, business partnerships between government and private sector will efficiently and effectively mobilize tourism development.

Kennett-Hensel, Sneath and Hensel (2010) assessed the outcomes of Jamaica sustainable tourism development pursuant to its ten-year master plan. The paper found that its perception of tourism industry development and progress of work were in a positive trend, except for some problems in public participation and sustainable environmental conservation. They proposed to add some more communications of the target plans to the public and related sector, more information of the importance of tourism to the public, more partnership-based performance of government and citizen, prioritization of goals of the tourism development plan, more community-based development, more sustainable environmental conservation and publicity of expected results and plan outcomes to stakeholders since they are key factors to fulfill the plan as specified.

Dodds and Butler (2010) found some key hindrances that caused failure to the sustainable tourism policy in the Mediterranean region because economic priority was mainly taken into account and overlooked social and environmental components. These included job creation, economic returns, number of tourists, and presentation of

activities or products regardless of environmental protection. Furthermore, limited performances due to the political cycle or frequent changes of government.

The implementation of sustainable development became unsteady due to lack of support from relevant persons and cooperation from localities, private sector and non-government organizations. There was a lack of joint vision and responsibility in the long-term, a lack of good coordination among government organizations that caused contradictions among them due to their different agendas. There was a lack of communication between leaders or influential persons of organizations, which could lead to no integration of tourism policy with the others since tourism is observed as just a part of economic development.

Lack of integration of regional and local organizations also causes unconformity of policies and actions of macro, regional and local organizations. Stakeholders do not realize, know and understand the concept of sustainable tourism so they eventually deny participation in the activities. Ambiguity and unclearness of the plans, policies and definitions also caused misunderstanding or no understanding of structures, roles and responsibilities of organizations so the resources were used inefficiently. Moreover, officers lacked motivation in operations, some government organizations resisted the policy and some political parties are protested.

In New Zealand, Connell, Page and Bentley (2009) followed up performance under the Resources Management Act 1991 of local government agencies to achieve the sustainable tourism plan. The rationale of the Act is to manage, develop and conserve nature and resources as well as the national development plan, which includes national tourism strategies, to motivate sustainable development. Based on the study, they reported that the action pursuant to the national development plan were ambiguous to various local agencies, including gaps among strategies and implementations. Also, the strategies for performance were still highly abstractive and unrealistic.

There were more local agencies involved in tourist activities through plans and policies. Integration of marketing and management should be put into tourist attractions while impacts from tourism should be taken into consideration. The trend of implementation under the Resources Management Act was a conflict of interest due to economic development of each locality. A minority of the local organizations

refused to apply the Act while the majority tried to develop and appropriately apply it with their own development plans. The report further went on to critique constraints of resources, insufficiency of budgets, determination of incurring impacts being hardly feasible, the realization of relevant officers is not enough. Approach performance plans are not good enough since they do not clearly specify what the tourism is subsidizing so that the officers misunderstand that the tourism development strategic plan and the Resources Management Act are free from each other. As the information is not enough and not ready for being accessed so the officers do not understand the objectives and the requirement of the Act. In addition, the text in the plan is not so clear so the officers do not get the idea of the process of work and they have to face with problems in coordination for implementation of the plan.

Tosun (2000) studied the obstacles of community participation in the tourism development process of developing countries by collecting data from literature reviews and related research. The author summarizes the study of the constraints and obstacles and proposes it to the developing countries as follows:

1) Violent competition. The influx of funds from large firms to communities impairs their businesses so that they cannot survive. This is a calamity that makes the local communities fail to control the development of tourism and disables them to participate in benefit management and share their decision making for community development. The author proposes an idea that a survey with indicators should be performed – community people should be empowered to control the development of tourism in their communities. This should be done before the tourist attraction becomes well-known, attracts a large number of tourists and tourism prosperity otherwise it may be too late for them to control situations.

2) Community leaders neglect to take in public interest management of their communities or let it be the duty of external experts to do that instead due to unavailability of knowledgeable tourism and experienced ones in tourist planning. Such reliance of external experts may cause contradictions in opinions and requirements between the experts and the local people.

3) Highly centralized public administration system and planning activities. As the structure of local administration is specified by the central government through centralized administration so it does not provide democratic

participation to communities. To fulfill this concept the developing countries should transform their political and administrative pattern into decentralization and reorganize it corresponding to the concept that the local community better realizes the incurring problems and senses what the most appropriate solution for it than the central government. This would be the start of management and development by the community, for the community.

4) Lack of synchronization of coordinated work between the planners and the local communities owing to the political culture and centralization that guide and govern operational regulations. Furthermore, it was found that organizations in developing countries have no clear-cut roles – their responsibilities are overlapping and not ready to be accountable. Thus, increase of interaction among organizations is important for collaborative development.

5) Tourism information is limited. Although tourism information is collected by those agencies involved but it is not publicized with easily understandable wordings. As a result, there are not many people involved in their activities and it causes a big gap of communication between local communities and policy decision makers. In addition, policy decision makers may not receive sufficient updated information from local communities at tourist attractions due to there being no budget for information collection or a lack of experienced personnel.

6) Deficit of funds and staff with expertise. The local organizations should have enough budget and staff with expertise. Tourism knowledge transferred through training should be given to local people for their furtherance in tourism-based business, including training on tourism services for those who prefer being service providers in a community business. Also, availability of tourism business consultants is necessary for their routine activities.

7) Merit system. A patron-client relationship between politicians and business elites, including favoritism, causes non-standardized/out-of-norm allocation of resources in the society by overlooking the requirements of local people and just for the sake of their own needs. It extravagantly exploits resources without a care for the next generation i.e. a kind of an erosion of sustainable development. Thus, it is necessary to holistically modify the political, social, legal, and economic structures into a democratic and anti-merit-system by persuading local people to participate in

public activities. The leaders in decision making also have to change their attitudes and behaviors with respect to decentralization and fair control of resources.

8) Potential of the poor. The poor have very limited potential in management of things that affect their existence. Also, negligence and ignorance define a culture that obstructs public participation.

9) Non-government organizations (NGOs) should have more chance to play their roles as they are involved closely with the communities so they well understand what the communities need. NGOs can strengthen people's self-confidence, build up community power, and guide them to participate in sustainable tourism development activities.

10) Foreign cooperation. Foreign cooperation is necessary for transferring and learning experience and restructuring of government administration structure aimed at decentralization and security.

11) Foreign guidance. Most guidance of foreign experts can be adopted to develop them as a macro scheme. Such development should neglect or look over benefits of the local people so they deny involvement. The author proposed to carry out a survey in order to ensure that the performances of tourist attractions development pursuant to such advice are for adequately administrating and keeping benefits of the local people. To fulfill this purpose there might be some regulations promulgated for protecting community benefits and determining the rights of participation in tourism development in the community.

2.8.2 Research on Strategic Management

Waligo, Clarke and Hawkins (2013) offered their research on Implementing Sustainable Tourism: A Multi-Stakeholder Involvement Management Framework. The said management framework is derived from the research aiming at the survey of any method that enables stakeholders to achieve the goal of sustainable tourism within the real context of key stakeholders in the Cornwall Sustainable Tourism Project in the UK, the accepted organization that is responsible for economic, social and environmental tasks. It is also accepted as the organization that performs best practice in sustainable tourism. The outcomes show that the stakeholders will involve and create initiatives of sustainable tourism whenever they are aware of it and understand

the importance of sustainable tourism and under continuous management and following up. Such framework comprises three strategies, all together six steps:

1) Attraction strategy. It is the strategy that attracts the stakeholders to concepts of sustainable tourism and sets opinion and understanding in the same way. A possible approach is to set up structures and organize workshops. The strategy is composed of two steps: (1) scene setting – to enhance awareness and understanding of stakeholders about concepts of sustainable tourism through a variety of communicative strategies and (2) recognition of stakeholder involvement capacity – to analyze and specify stakeholders in order to understand the distinction of situations they have to face.

2) Integration strategy. This is the strategy that facilitates cooperation so as to accomplish sustainable tourism. The strategy is composed of two steps: (1) stakeholder relation management – to support the stakeholders to reach economic, social, and environmental targets; and (2) pursuit of achievable objectives – to manage stakeholders in order to perform appropriate approaches. The techniques are contract signing, partnership, and collaborative working between organizations

3) Management strategy. It is the monitoring and attraction building strategy for the relevant stakeholders through training, site visits, workshops, and following up via email and telephone inquiry. The strategy is composed of two steps: (1) influencing implementation capacity – to enhance the outcomes and participation of the stakeholders; and (2) monitoring stakeholder involvement – to review all performances in compliance with the specified guidelines and to maintain the stakeholders' interrelations and motivation.

Such framework has factors influencing fulfillment: quality of leadership, quality of information and access, mindset of stakeholders, stakeholder involvement capacity, stakeholder relationship, and implementation priorities. In addition, stakeholder groups can strongly influence tourism policy at the strategic level.

Dwyer, Edwards, Mistilis, Roman and Scott (2009) studied the management of tourist attractions and future tourism business of three states in Australia; Brisbane, Melbourne and Sydney. The authors concluded that it is impossible for the tourism industry to forecast and control external factors e.g. economy, politics, environment, technology, population, and society. So it has to synchronize in order to control the

situations as well as possible by adapting itself to them and in the meantime minimizing the uncontrollable situations. Amidst these disorderly and changing situations, internal and external environments are the impulse that creates innovation and development.

Determination of strategies and implementation are essential for government and private agencies in terms of competitive advantages. The authors proposed some useful recommendations for destination management as follows:

1) Sustainable tourism development should be applied to the tourism industry. Indicators should not measure the number of tourists. The return of sustainability should be taken more into consideration than the increase of tourists i.e. value, should be added to tourism activities, increase the return ratio of resource usage, emphasize capability and potential and focus on social and environmental benefits. Tourists should have the knowledge to choose environmentally-friendly products, oppose all forms of unethical action, and concentrate on community advantages as well as job opportunities of small enterprises in the communities. Since tourism development should be integrated with other industries countrywide so the government policies and other industries should be set in balance.

2) Climate change. The tourism industry should be environmentally-friendly in order to ease global warming.

3) Target marketing. Development of products and marketing should be more emphasized on target market i.e. a marketing database should be applied for understanding, communication, and relation with target markets. In the future, not only the variety of individual tourists to be taken into consideration but the valued experience should be supplemented for understanding different attitudes that will lead to favorite or different tourist characteristics.

4) Risk management. Peace, safety and political stability are foundations of successful tourism development. Tourists' perception of safety and security are important for competitive advantages.

5) Education for tourism management. Education and training can contribute to tourism innovation. The body of knowledge as well as the basic skills of innovation should be developed in order to create innovation. Tourism personnel should be omniscient in cultures, foreign languages, and work with offensive strategy

in leadership method i.e. understanding the differences of cultural environments of tourist attractions. In terms of service, training should be provided to communities for their participation in tourism management. New tourism business owners should apply the body of knowledge in order to solve problems, if the situations change.

The authors also propose strategic preparedness for future enterprise management. The details are as follows:

1) Sustainable operations transaction. Entrepreneurs should reduce all possible impacts to environment and simultaneously develop their businesses through social, economic and environmental integration, taking them as decision-making criteria. This should be carried out in the long run with widespread vision by specifying the operations strategy aiming at a sustainable return.

2) Innovation in product development. Products of enterprises should be of environmentally-friendly materials, composed of a variety of optional tourist packages meeting the market requirements e.g. the tourists have enough time to sightsee and take part in their favorite tourist activities. Tourist packages should match with places and images of tourist attractions – highlighting the identity and distinction of each tourist attraction to attract tourists to its culture, history, heritage and strength of community. Products should have value-added; tourist activities should offer an experience in culture, history, archeology, health or sports, etc.

3) Strategic management. Each enterprise should have strategic management and assessing its performance from time to time in order to achieve goals in dynamic circumstances. Future trends of factors that may affect its business should be analyzed in order to reduce possible risks due to uncertainty. Offensive execution should be carried out to create a body of knowledge, product development, and exchange of knowledge for competitive advantages. Also, strategic alliances with related government organizations, businesses and industrial sectors should be built to create a value chain, which will lead to clustering – the kind of efficiency enhancement within the chain through upgraded communication will help improve their enterprises accordingly.

4) Target marketing. Enterprises should pay more attention to target marketing – creating the returns from loyalty tourists for their revisits and satisfying various tourists by customizing their attentions and tastes. In this regard, advanced

information technology will be able to help the enterprises precisely determine target markets and effectively communicate with customers.

5) Risk management strategy. This is an important part of a business administration plan and its implementation for smooth operation even in unforeseeable situations. Thus, flexibility and timely decision making are essential characteristics of the enterprises.

2.8.3 Research on Sustainable Tourism

Cottrell, Vaske and Roemer (2013) in resident satisfaction with sustainable tourism: the case of Frankenwald Nature Park, Germany. Studied examined the relative influence of four sustainability dimensions which were environmental, economic, social and cultural, and institutional in predicting resident satisfaction with sustainable tourism development around the Frankenwald Nature Park in Germany. The results show that the relationship and the satisfaction with respect to economic sustainability-based tourism development is the most prominent forecasting factor followed by institutional, social and cultural, and environmental factors, respectively. The authors propose the idea of holistic tourism development and creation of indicators and standards relating to the four factors to be put into sustainable tourism planning and implementation.

Lee (2013) analyzes community residents' influence that supports sustainable tourism in order to determine the relationship between the support of community residents and sustainable tourism development with four latent independent variables: (1) community attachment; (2) community involvement; (3) perception of social, economic and cultural benefits from sustainable tourism; and (4) perception of social and cultural costs of sustainable tourism. The results show that community attachment and community involvement are factors necessary to the degree of sustainable tourism support. Moreover, there is a perceived benefits of sustainable tourism development which is a mediator can influence to the variable of community attachment and community involvement toward sustainable tourism development.

Based on the study, the author had the following suggestions: (1) nourishment of community engagement among community residents will induce them to perceive the promising benefits so they will more support the sustainable tourism; (2)

protection of community environments and maintenance of living standards will rely on community and local residents i.e. if the community residents rely highly on nature and local resources the local residents will greatly perceive the benefits of sustainable tourism and eventually support more activities in sustainable tourism development; and (3) the research outcomes support community-based programs, provided that the community involvement should be simultaneously taken into account by adding activities that local residents can participate in such as involvement in tourist management, and sustainable planning and management.

It is obvious that the addition of community involvement in the decision making process is highly important because it supports sustainable tourism development. Since the perception of sustainable tourism benefits is an influential mediator of both community attachment and community involvement, the activities that increase the perception of the benefits of sustainable tourism should be highlighted such as cultural activities of communities, cultural exchanges between tourists and residents, providing more chances of tourist activities as leisure and entertainment. Moreover, communities should provide jobs to local residents as a first priority in order to distribute employment and perception of tourism development to local residents.

Wanlee Putsom (2012) studied the local collaborative management of local people, tourists and tourism entrepreneurs aiming at tourism sustainability in Muak Lek district of Saraburi province in Thailand highlighting the quantitative research in levels of participation for sustainable tourism development and the community's participation in tourism management.

The results indicate that local people, tourists and entrepreneurs rarely participate in analysis and determining the issues, planning and programs, and following up to evaluate the planned tourism promotion projects. All parties participate in determining tourism activities but there is a lack of coordination among related organizations so the performances are not continuous. The author therefore advices that all parties should let the community leaders and the national park directors know all the problems through their boxes of opinion or at community meetings, or all parties may have more chance to access relevant government organizations to inform them of the problems. Also, local people and entrepreneurs,

via their representatives, should participate in determining the plans and projects for improvement, development, following up, and evaluating plans and all parties should participate in promoting sustainable tourism promotion. These could be joint public relations of their tourist attractions, provide facilities in tourism, cleaning their tourist attractions, offering a warm welcome to tourists as good hosts, etc. In terms of the tourists, the author proposed that more avenues of tourists' opinions should be available, and in the meantime, a survey of tourists' satisfaction should be done in order to improve and develop tourism.

Aref (2011) studied the relationship of the sense of community and the participation for tourism development from 175 community leaders in Shiraz, Iran. The outcomes show a positive trend. So it can be concluded that a sense of community is the motivation that induces community residents to participate in organizing tourist activities. It is an important issue to be taken into the development strategy because a sense of community is one of the key roles that lead community tourism management to succeed.

Aref, Ma'rof and Sarjit (2010) surveyed the dimension of community capacity building in community-based tourism development in Shiraz, Iran. The authors identify the meaning of community capacity as a community's characteristic that can mobilize, determine and solve problems. The authors propose eight dimensions of community capacity that can strengthen the community for its community-based tourism development: (1) community leadership; (2) community participation; (3) community structures; (4) external support – an approach to access the internal and external support of the community. It is also social capital, or the ability to build trustworthiness, confidence and cooperation; (5) skill and knowledge; (6) resource mobilization – a determination of community capacity in developing and using community resources strategically. Resource mobilization is related to possession, equitable distribution, sharing, and planning in advance; (7) community power – the power that persuades community residents to strategically collaborate so as to gain necessary resources, participation in solving problems affecting their living and existence, as well as improvement of community development and (8) sense of community – development of a sense of community will support community capacity

building, residents jointly working to reach the target goal, and it is a kind of community strengthening for tourism development.

Sebele (2010) studied the advantages, disadvantages and challenges of community-based tourism in the Khama Rhino Sanctuary Trust, Botswana. The results show that tourism generates employment in communities, especially in the tourist high season. Income distribution from employment enhances community residents' standard of living. Small enterprises have the chance to supply goods and provide services to tourists. Moreover, tourism contributes to rhino conservation. Although an increase of tourists brings more revenue to the wildlife sanctuary in the meantime, it causes insufficient funding for management and training programs on environmental maintenance and natural resource conservation. Some feedback claims that tourism causes impacts to residents' way of living and deteriorates the community's valuable natural resources while most of the benefits from tourism go to some groups or individuals. Lack of funds causes the wildlife sanctuary to have poor management, low public relations, no participation for project decision making by the community and no mindset of resources ownership in wildlife conservation. Finally, the authors suggested that the community residents need to be educated in skill development and public sharing.

Okazaki (2008) studied the use of a community-based tourism model in native communities on Coron island, Palawan province of the Philippines. The outcomes show that the communities were involved in tourism management only at the informing level – the first step of participation i.e. the communities are only aware of the information from related organizations, without any possibility of feedback, and lots of them were not involved with any community activity as their cooperation is only at the antecedent stage. The author recommends that the stakeholders should understand the necessities of interdependence and collaboration for joint solutions, including the rights of the community – a key incentive leading the community residents to act something for their community. In addition, social capital should be found in order to maintain community relationships and take it as bridge of cooperation among the stakeholders. This includes relationship development among government sector and private sector, foundations, and non-government organizations

(NGOs) for a better stage of participation. However, the communities need help to develop their capacity and should receive more information.

2.9 Summary of the Literature Review

Based on this literature review, the summary of variables/factors affecting the fulfillment of tourism policy implementation as well as the results/recommendations of technocrats' studies are shown in Table 2.2 while the summary of variables/factors affecting sustainable tourism development and management as well as the results/recommendations of technocrats' studies are shown in Table 2.3.

Table 2.2 Summary of Variables/Factors Affecting the Fulfillment of Tourism Policy Implementation and the Results/Recommendations of Technocrats' Studies

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
Clarity of policy	Van Meter and Van Horn (1975)	The policy makers should determine a clear policy, without any ambiguity, for easy understanding of the implementers and getting the outcomes as required.
	Berman (1978)	Ambiguity in policy target is the factor that causes the result to deviate from the aimed/desired goals.
	Sombat Thamrongthanyawong (2011)	Clarity of policy includes clear-cut practical measures with suitable details. It is a key factor of success in policy implementation

Table 2.2 (Continued)

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
	Dodds and Butler (2010)	Ambiguity and non-clarity of the plans and policies cause misunderstanding in policy implementation.
	Connell, Page and Bentley (2009)	Ambiguity and non-clarity of the plans cause the officers misunderstand the objectives and carry out unclear coordination and execution of their organizations. In addition, the strategies with high abstract in the plan usually disable the organizations to transform policies into actions.
Complexity of structures and formality of organization administration	Berman (1978)	Complexity of structures and formality of organization administration affect cooperation among organizations – the factors that cause the policy to be ineffective as desired/expected.
	Sombat Thamrongthanyawong (2011)	Complexity of an organization causes distortion in objectives of a policy, which is a main obstacle of success in policy implementation.
	A. Devine and F. Devine (2011)	Over-control of the government causes network complexity, confusion, overlap, and chaos, and destroys an atmosphere of cooperation

Table 2.2 (Continued)

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
	Dodds and Butler (2010)	Non-clarity of structures and responsible roles of organizations are obstacles hindering the success of sustainable tourism policy performance.
	Tosun (2000)	Authority-centralized regulations, administration and planning, as well as overlapping and unclear roles and responsibilities of organizations are obstacles of community participation for tourism development of developing countries.
Goal discrepancy of each organization	Berman (1978)	Goal discrepancy of each organization is a factor that causes uncertainty and difficulty in policy implementation.
Influence and authority differentials of each organization	Berman (1978)	Influence and authority differentials of each organization are factors that cause uncertainty and difficulty in policy implementation.
Communication and coordination among organizations	Van Meter and Van Horn (1975)	Allowing individuals to understand the standards and objectives of a policy will lead the implementations to effectiveness and success.
	Berman (1978)	Intercommunication of organizations is a factor that causes uncertainty and difficulty in policy implementation.

Table 2.2 (Continued)

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
	A. Devine and F. Devine (2011)	Lack of communication and coordination among organizations causes unclear direction of the policy, tardy performance, and discrepancy in the process.
	Dodds and Butler (2010)	Lack of communication and coordination among organizations causes non-conforming performance and discrepancies among organizations since each of them has its own agenda that are not compatible with tourism-integrated policies, in terms of macro and local levels.
	Wanlee Putsom (2012)	Lack of coordination among related organizations in tourism management causes poor cooperation and discontinuity in performance.
Integration of tourism policy and other policies	United Nations Environment Programme and World Tourism Organization (2005)	The sustainable tourism development strategy should connect with national and local strategies relating to all sustainability bases.
	Dwyer, Edwards, Mistilis, Roman and Scott (2009)	Tourism development should be integrated with other industries and the government policy should be in balance among all industrial sectors.

Table 2.2 (Continued)

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
Sufficiency of resources	Van Meter and Van Horn (1975)	Sufficient resources facilitate the management and effectively support the policy implementation.
	Berman (1978)	Shortage of resources causes uncertainty and difficulty in policy implementation.
	Sombat Thamrongthanyawong (2011)	Sufficient allocation of resources is a key factor for success in policy implementation.
	A. Devine and F. Devine (2011)	Decrease of expenditure budget during crisis lessens agencies' decision making and strategic leadership.
	Dodds and Butler (2010)	Inefficient use of resources is an obstacle that causes failure in tourism policy implementation.
	Connell, Page and Bentley (2009)	Limited available resources and insufficiency of expenditure budget are obstacles in implementation of the planned objectives.
	Tosun (2000)	Lack of funds, knowledgeable and experienced human resources of local organizations are obstacles in participation-based tourism development of developing countries.
	Sebele (2010)	Lack of fund affects tourist attraction management.

Table 2.2 (Continued)

Variables/Factors Affecting the Fulfillment of Policy Implementation	Reference	Study Results/Recommendations
Awareness, understanding, and intention in policy implementation	Van Meter and Van Horn (1975)	Awareness, understanding, and intention of the implementers are parameters that lead the policies to success.
	Sombat Thamrongthanyawong (2011)	Policy implementers' incentives are factors that persuade them to try their best for success.
	Dodds and Butler (2010)	Lack of motivation for work of personnel and resistance of agencies or political parties are obstacles to fulfillment of policy tourism implementation.
Emphasizing policy target	Dodds and Butler (2010)	Tourism development that mainly emphasizes economic development, by overlooking social and environmental goals, is an obstacle to fulfillment of sustainable tourism policy implementation.
	Dwyer, Edwards, Mistilis, Roman and Scott (2009)	Return of sustainability should be taken into consideration by signifying the social and environment benefits rather than the economic benefit.

Table 2.3 Summary of Variables/Factors Affecting Sustainable Tourism Development and Management as well as the Results/Recommendations of Technocrats' Studies

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
Awareness and understanding of sustainable tourism development	World Tourism Organization (2004)	Participation in studying and training is one of the indicators of sustainable tourism development.
	Dodds and Butler (2010)	Lack of knowledge and understanding of sustainable tourism causes the stakeholders deny the participation in tourism development activities.
	Tosun (2000)	Community's ignorance and unawareness is an obstacle that destroys the participation process in tourism development of developing countries. Organizing study programs or skill training programs for local people on tourism-based business will induce them to get involved with tourism development activities.
	Waligo, Clarke and Hawkins (2013)	Stakeholders will become involved and have initiatives in sustainable tourism when they realize and understand key benefits of sustainable tourism. Thus, tourism development should signify sustainable tourism concepts that generates cooperation, follow up and incentives to related stakeholders.

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
	Cottrell, Vaske and Roemer (2013)	Perception of sustainability in environmental, economic, social and cultural, and institutional dimensions relates to tourism development satisfaction.
	Lee (2013)	Perceived benefits of sustainable tourism is an influencing mediator in combination with community attachment and community involvement for sustainable tourism support.
	Aref, Ma'rof and Sarjit (2010)	Skill and knowledge incubate and strengthen the community for its community-based tourism development.
	Sebele (2010)	Community residents should be educated and trained for their participation and develop awareness of resource ownership.
	Dwyer, Edwards, Mistilis, Roman and Scott (2009)	Study and training programs on tourism innovation should be organized to help tourism personnel understand the distinctions of the cultural environment of tourist attractions, cultural omniscience, foreign language proficiency, and service quality awareness.

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
		Moreover, training programs for community residents will induce them to participate in tourism management.
Sense of community	Lee (2013)	Community attachment is an essential factor for sustainable tourism support.
	Aref (2011)	A sense of community has a positive relationship with participation in tourism development. It is therefore the incentive inducing community residents to get involved with tourist activities.
	Aref, Ma'rof and Sarjit (2010)	Development of the sense of community will strengthen community capacity in terms of collaboration for aimed success in tourism development.
	DeNeui, 2003 quoted in Aref, Ma'rof and Sarjit, 2010	Lack of a sense of community is an excuse of community residents' deny involving in development activities.
	Okazaki (2008)	Social capital should be created in order to develop community capacity. In addition, information should be given to the community so as to create unity and cooperation in tourism development.

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
Stakeholders' Participation	World Tourism Organization (2004); United Nations Environment Programme and World Tourism Organization (2005)	Development of sustainable tourism should originate from formal involvement of all relevant stakeholders through community meetings and with the participation of the private sector. Participation of stakeholders is one of the indicators of sustainable tourism development.
	A. Devine and F. Devine (2011)	Partnership and collaboration between the government and private sectors in tourism marketing, planning, and development will efficiently and effectively enhance tourism development.
	Kennett-Hensel, Sneath and Hensel (2010)	Public involvement in tourism planning and management in Jamaica was at a low level. The authors proposed to publicize the planned goals and the importance of tourism to the public and all relevant sectors. More information about the importance of tourism should be publicized. Also, more partnership-based performance should be carried out by the government and private sectors.
	Dodds and Butler (2010)	Lack of involvement of relevant persons, local communities, private

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
		sector and NGOs is an obstacle to implementing sustainable tourism policy for success.
	Aref, Ma'rof and Sarjit (2010)	Community involvement incubates and strengthens community-based tourism development.
	Tosun (2000)	Community involvement is an important process in tourism development. The author found these obstacles in community involvement: (1) violent competition – intrusion of funds into a community disables the local people to compete with the investors and control community-based tourism development; (2) lack of knowledge and experience of community leaders in tourism planning makes them disregard to manage the community benefits; and (3) lack of coordination between the planners and the communities. The author proposed that NGOs should play a greater role to enhance community involvement.
	Waligo, Clarke and Hawkins (2013)	Cooperation is a strategy that can motivate the implementation to succeed since each stakeholder needs different benefits and interests.

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
	Dwyer, Edwards, Mistilis, Roman and Scott (2009)	Cooperation between the government and private sector is an important factor that motivates the tourism management to succeed. In addition, the government and private sector should be jointly responsible for tourism management.
	Lee (2013)	Participation of the community and the stakeholders is an important component in sustainable tourism development, thus, the activities the community residents can be involved in should be added such as, planning, decision making, tourism management, especially the activities regarding the awareness of sustainable tourism.
	Wanlee Putsom (2012)	Community residents, tourists, and entrepreneurs should participate in determining the plans/projects that lead to improvement, development, follow up, and plan assessment. Moreover, they should participate in reporting the problems they find and jointly participate in planning activities with government agencies as well as activities promoting sustainable tourism.

Table 2.3 (Continued)

Variables/Factors Affecting Sustainable Tourism Development	Reference	Study Results/Recommendations
	Okazaki (2008)	The stakeholders should understand the importance of cooperation in performance and tourism solutions.
	Lacy, Batting, Moore and Noakes, 2002 quoted in Aref, Ma'rof and Sarjit, 2010; Aref, 2011	The community involvement process in tourism development can support culture, tradition, knowledge and skills that create pride in native heritage in community residents.

2.10 Formation of Conceptual Framework

The derived literature review can be set as a conceptual framework of this research in order to propose a policy framework and strategic measures for tourism development aiming at three goals of sustainability: economic, social and cultural, and natural resources and environment for the Active Beach Tourist Cluster. Four strategies are taken into action:

Strategy 1: Building collaboration among government organizations. Since tourism development should be composed of integrated projects linking with all related national and local strategies, thus, collaboration among organizations, in which each organization has different role, responsibility, authority, and goals, is the important thing that leads sustainable tourism development to succeed. Moreover, collaboration will reduce the duplication of tasks, which promotes the effective use of resources. Brown (2010) expresses a viewpoint that, since the available resources are limited, cooperation among organizations, either by formally making contract, partnership, mergers, or acquisition will be one of the strategies that help them fulfill the desired objectives.

Strategy 2: Educating the essence of sustainable tourism development to entrepreneurs and local community. Sustainable development is the construction of balance in economic, social and cultural, and natural resources and environmental dimensions. Since the usefulness of sustainability is the consequence of current operations, the social and cultural dimension and the natural resources and environmental dimension should be mainly emphasized while the economic dimension is the runner-up in the long run. The entrepreneurs and local community should be able to highlight cultural value, uniqueness, local tourism resources for exhibition to tourists, including the correct utilization of resources, maintain them and conserve the local culture and natural resources for the future in order that tourism will be able to make income for the community in the long run.

Strategy 3: Cultivating the sense of community to entrepreneurs and local community. It is the construction of locality ties and ownership of tourism resources for the entrepreneurs and community residents. A conscious mind will induce entrepreneurs and local community to participate in tourism development and management aiming at targets jointly set.

Strategy 4: Encouraging the participation of the private sector and local community in tourism development. To develop and manage tourism, the participation of the private sector and the local community should be organized. Such participation will reflect the needs and make the participants feel they are the owner of decisions. In this regard, the private sector and the local community should be involved in the presentation of opinions at public meetings or public hearings for the establishment of tourism development projects and strategies. Moreover, operations of government organizations will be monitored, evaluated, and checked to see if they are transparent. In addition, the local community should participate in organizing tourism activities in line with culture, natural resources and environmental conservation while the private sector should perform in the environmentally-friendly manner.

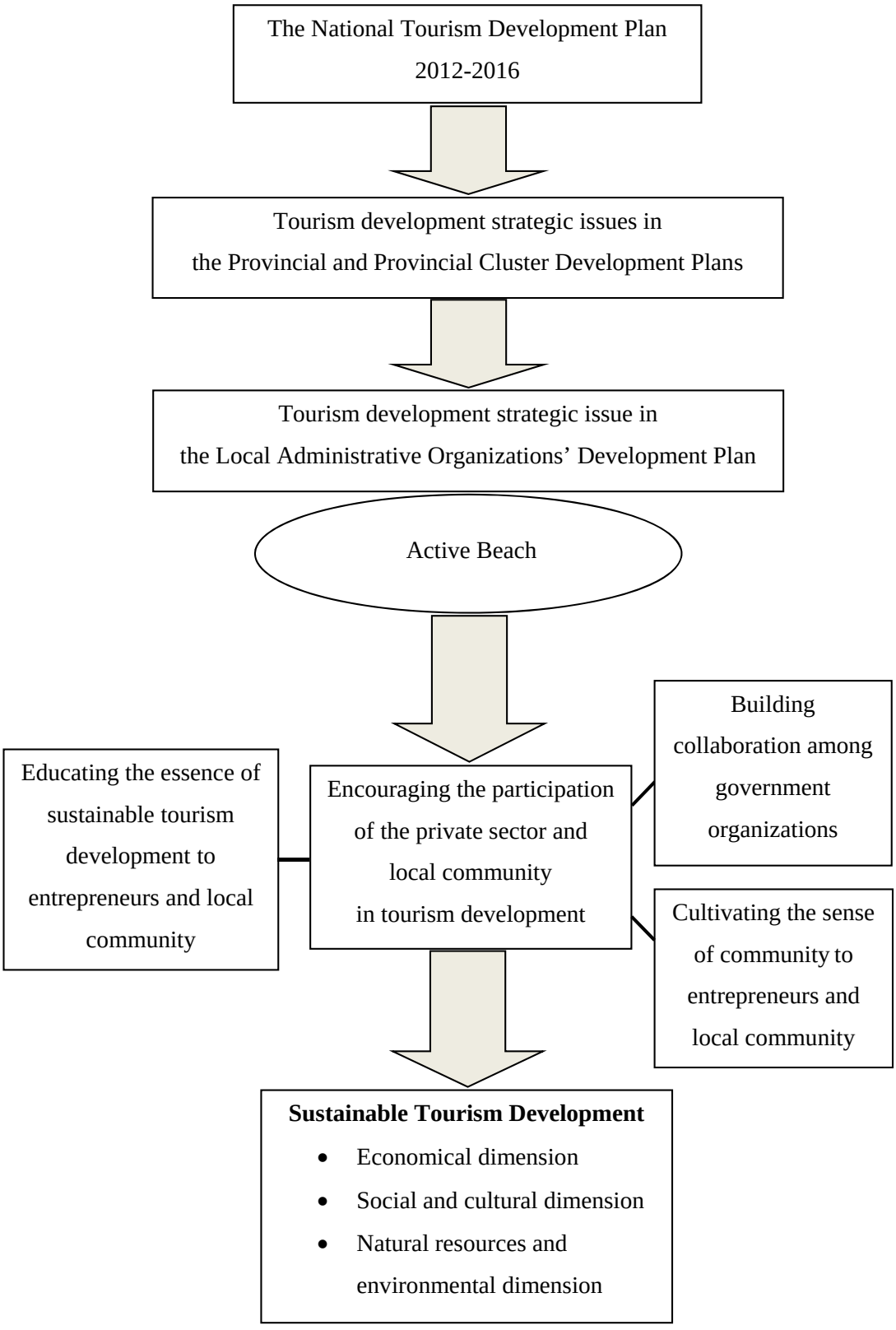

Figure 2.2 Conceptual Framework

CHAPTER 3

TOURISM POLICY, NATIONAL TOURISM DEVELOPMENT PLAN 2012-2016 AND STRATEGIC MANAGEMENT IN THE PROVINCIAL CLUSTER

In Chapter 3, the researcher describes Thailand's tourism development, Thailand's tourism policy from the past to present, the National Tourism Development Plan 2012-2016, and the history of the provincial cluster and its strategic management. There are four sections to present as follows:

3.1 The Development of Tourism and Tourism Policy in Thailand

3.2 The National Tourism Development Plan 2012-2016

3.3 Strategic Management in the Provincial Cluster

3.4 Development Plan, Budget and Performance Report

3.1 The Development of Tourism and Tourism Policy in Thailand

In the period 1960-1974, Thailand began to develop its tourism industry rigorously and systematically. There was an establishment of the Tourist Organization of Thailand (TOT) to be responsible for tourism in particular. Initially, the mission of the Tourist Organization of Thailand was to promote and commercialize Thailand's tourism. Later on in 1979, the Tourism Authority of Thailand Act B.E. 2522 (1979) was enacted and the Tourist Organization of Thailand was promoted to become the Tourism Authority of Thailand (TAT) to take responsibility for planning and developing the tourism industry in Thailand.

In 1960, the Tourist Organization of Thailand was established while Thailand was investing in infrastructure development in accordance with the National Economic and Social Development Plan. As a result, physical infrastructure such as accommodation, transportation systems and other facilities were built to serve tourists. For the private sector, it also established the largest tourism association in

Thailand – the Association of Thai Travel Agents (ATTA) in 1968. For those 15 years, Thailand created a quantum leap in its tourism industry. Tourist numbers increased by 20.5 percent annually and tourism revenue in US dollars increased by 23.5 percent annually (Office of the National Economic and Social Development Board, 2003).

With assistance from the Institute of Tourism Development Consultants, Netherland together with the National Economic and Social Development Board and the Tourist Organization of Thailand, the first Tourism Development Plan was formulated in 1976 to create a guideline to accommodate the growth of tourism and to respond to market demand, utilities and various activities which are appropriate to the destinations and tourist attractions. Other potential tourist attractions were expanded and not clustered in one place. In those days, there were 21 tourist destinations such as Pattaya, Hat Yai and Chiang Mai that served as a center for the surrounding regions. Later on, Phuket, Hua Hin and Kanchanaburi were introduced as other outstanding destinations.

In the period 1975-1986, Thailand's tourism slightly declined in the first phase due to the massacre of 16th October, the Vietnam War and the oil crisis. In 1987, the Tourism Authority of Thailand (TAT) launched the "Visit Thailand Year" campaign – the first international debut to promote Thailand's tourism and received great success. However, Thailand's tourism slowed down due to the Persian Gulf War and the Black May protests in 1991-1994. A new campaign "The World Our Guest" was promoted to boost Thailand's tourism and to regain foreign tourists' confidence. The campaign was repeated several times. During the years 1995-2000, Thailand faced an economic crisis. Therefore, it saw that revenue from tourism would be a channel to bring money back to the country. With this reason in mind, the campaign "Amazing Thailand" was launched.

From 2001 onwards, the government became enthusiastic about tourism development. During the government of the former Prime Minister Thaksin Shinawatra, it focused heavily on tourism. It did not focus only on marketing and public relations but also established the Ministry of Tourism and Sports in 2002 to develop and to formulate tourism policy and regulations in particular, while the Tourism Authority of Thailand were responsible for marketing and public relations.

Moreover, in 2001, the Tourism Council of Thailand was established as the representative of entrepreneurs and the private sector in the tourism industry.

The Prime Minister Thaksin Shinawatra's Government had hosted several international workshops to foster tourism-oriented ideas that could push Thailand as the hub of tourism in Asia. It regarded tourism as a tool to increase incremental income for the country. Such a strategy led to qualified tourism and enhanced new kinds of marketing campaigns which set the country with the slogan "Happiness on Earth". Tourism related products and places were matched to target groups in order to gain a competitive advantage. The private sector was strengthened. Tourist destinations were geographically expanded beyond the existing tourist attractions. The relationship and collaboration with neighboring countries was strengthened and emphasized the balanced between tourism marketing and tourism development – but the participation of local people was still poor.

However, in the first phase, Thailand faced an economic recession. The government still used tourism to boost the economy. It approved an incremental budget to implement special projects which was additional to the tradition marketing campaign in order to achieve its goals in the number of tourists and currency exchange targeted from tourism sector. A campaign entitled "Amazing Thailand" was repeated several times with the slogan of "Happiness on Earth". Domestic tourism was also encouraged in order to generate income distribution to every part of the country. The Tourism Authority of Thailand (TAT) organized a tourism campaign namely "Thailand Tourism Festival" under a slogan of "Unseen Thailand". Following on from this, new slogans were created every year to enhance domestic tourism such as "Wonderful Thailand" and "Family Fun One Day Trip". Moreover, domestic tourism was linked to numerous national days, traditional cultures and activities such as the Songkran Water Festival, Lanna Civilization Festival, Film Festival and International Sports Festival.

For the first time, tourism development was included in the Fourth National Economic and Social Development Plan 1977-1981. The government emphasized tourism because it ranked third in revenue for Thailand after natural rubber and rice. Tourism also reduced the burden on the trade deficit. Being a part of the national economic and social development, tourism raised the average national income higher.

However, tourism widened the gap between the rich and the poor. It could also ruin culture, has negative social and cultural impacts, and deteriorate the environment. Therefore, the vision in the Eighth National Economic and Social Development Plan 1997-2001 was aimed to help develop the economic system and avoid negative impacts. It created “Sustainable Development”. Thus, the development of ecotourism or sustainable tourism originated from the Eighth National Economic and Social Development Plan.

From Thailand’s tourism development of this guideline, it can be seen that the government and related organizations gave first priority to the economic aspect, supporting publicity, expanding markets and attracting tourists to come. Without any concern for the capacity of tourist attractions, it attracted private sector investment in order to generate tourism revenue and add value to the economy of the country. It resulted in environmental degradation, the destruction of natural resources and tourist attractions. Later, they recognized the significant impacts arise from tourism.

For Thai tourism to be competitive and be adaptable to change in an economic, cultural and social context, natural resources, climate change, technology development, political tension, epidemics, natural disasters and the industry sector needed to be considered to develop and grow tourism in quality and sustainability, therefore the Council of Ministers approved the issue of tourism to be placed on the national agenda on 17th April 2009 and delegated the Ministry of Tourism and Sports to set up a reconstruction strategic plan for the short and long-term and respond to the authority of the National Tourism Policy Committee that had to prepare the National Tourism Development Plan for the Cabinet of Ministers’ approval. As the secretary of the Board of Directors of the National Tourism Policy Committee, the Ministry of Tourism and Sports prepared the draft of the National Tourism Development Plan 2012-2016 to propose to the National Tourism Policy Committee. The purpose of the plan is to bring about recovery and encourage tourism, distribute income, increase competitiveness, develop quality of tourism together with sustainable development in accordance with the Eleventh National Economic and Social Development Plan 2012-2016 that emphasized “Social Security, Green Society and Cultural Society” applied from the sufficiency economy philosophy and recognizing people as the center for development.

In 2015, the current government or the National Council for Peace and Order (NCPO) by General Prayuth Chan-ocha, the Prime Minister launched the “Amazing Thailand” tourism campaign under the slogan of “Discover Thainess” which promotes the Thai lifestyle and presents the distinctive character of Thainess such as Thai culture, Thai traditions, Thai food, and local communities. Each destination has its own characteristics. It expects to impress tourists to want to revisit. With the Thai lifestyle emphasizing peace, unity, safety, and the hospitality of Thais, the campaign expects foreign tourists to spend more money and stay a longer period in Thailand.

Activities relating to sports and festivals are linked to tourism. In addition, there are joint projects with neighboring countries. One project is a tourism package incorporating the member countries of the Greater Mekong Sub-region; GMS: Thailand, Myanmar, Laos, China, Cambodia and Vietnam and another tourism package is a bilateral agreement with Myanmar in a campaign tagged “Two Kingdoms, One Destination” (Thai Government, 2015).

3.2 The National Tourism Development Plan 2012-2016

The Ministry of Tourism and Sports prepared Thailand’s National Tourism Development Plan 2012-2016, which provides the framework for related government organizations to follow the plan in accordance with the authority of each organization. The National Tourism Development Plan 2012-2016 was approved by the National Tourism Policy Committee. The Council of Ministers approved the plan on 15th February 2011 and published in the Royal Thai Government Gazette, General Version, Volume 128, Special Part 67 Ngor, 17th June 2011, effective on the day Gazette published. Details are as following:

3.2.1 The Vision of the National Tourism Development Plan 2012-2016

Thailand is a quality tourism destination with tourism competitiveness at the international level, thus enabling the country to generate more income and distribute wealth on the basis of balance and sustainability.

3.2.2 The Objectives of the National Tourism Development Plan 2012-2016

The objectives of the National Tourism Development Plan 2012-2016 are as follows:

1) To increase Thailand's tourism competitiveness.

2) To increase tourism income by focusing on the development of activities that created value.

3) To generate income and distribute wealth on the basis of balance and sustainability.

3.2.3 The Mission of the National Tourism Development Plan 2012-2016

The mission of the National Tourism Development Plan 2012-2016 are as follows:

1) To develop infrastructure and facilities for tourism, as well as provide supporting tourism factors to have quality and attain international standards.

2) To develop and reconstruct tourist attractions to be a potential area. With sustainable development, it creates a balance between the use of tourism resources and the conservation of the environment, social and community's way of life.

3) To prepare service sectors and supporting factors for tourism to be ready to support the change and play a key role in driving the economy and reconstruction of the country.

4) To build confidence among tourists and promote tourism for generating income for the country.

5) To integrate a unified tourism industry, reduce duplication of tasks, and create a mechanism to support tourism development and management, and encourage participation from all sectors.

3.2.4 The Strategic Issues of the National Tourism Development Plan 2012-2016

To achieve the objectives of the Nation Tourism Development Plan 2012-2016, the National Tourism Policy Committee sets out five strategic issues as follows:

Strategic Issue 1: Development of infrastructure, logistics and facilities for tourism. The first strategic issue has the concept to develop infrastructure, improve logistics, and integrate all forms of transportation to link both domestic and international tourism. The infrastructure that should be improved to attain international standards includes landscapes, parking areas, interpretative signs, handicap ramps, elevators, tourist information centers, public restrooms and other facilities providing for those with disabilities and senior citizens. Communication networks, information technology for tourism, tourist assistance centers for urgent matters should be easily accessible and be available at major tourist attractions. The local administrative organizations should participate as well.

Strategic Issue 2: Development and rehabilitation of tourist attractions to be sustainable. The second strategic issue gives priority to develop the quality of new tourist attractions which have potential in likely areas, develop ecotourism and rehabilitate degraded tourist attractions to acceptable level and to contribute to value creation and value-added.

With regard to the importance of the environment, cultural identity and way of local life, it embraces tourism that does not destroy natural resources and raises the quality and standard of tourist attractions. This manages tourism areas by being aware of tourism carrying capacity in order to prevent excessive tourism. It defines measures to amend the rules and regulations of tourist attractions to have the potential for tourist accommodation, improve public utilities, and improve the quality and standards of health facilities, waste management, wastewater treatment, and the networks of disease prevention and control. It defines measures to solve the problems and the impacts of global warming, support operations that are environmentally-friendly, reduce energy consumption, choose alternative energy, resolve any negative image of Thai tourism such as insecurity, deceptive exploitation of tourists, selling fake products, sex tourism, prostitution, human trafficking, AIDS, etc.

Strategic Issue 3: Development of products, services and supporting factors for tourism. On the third strategic issue, the development approach is to create new activities that match tourist interests and target groups supporting the creative economy and developing innovations that increase value-added to tourism products. It promotes investment for sustainable tourism regarding environmental value. The

development approach creates an investment atmosphere in service businesses such as health care and recreation. Community-based tourism, OTOP products, and souvenirs will be considered. It surveys and selects the identity and highlights of the provinces and provincial clusters to build a brand image as a selling point. The approach creates opportunities and motivation for trade development and investment in tourism. It encourages designated economic zones for investment. It promotes the development of an industrial estate of tourism services, strengthens the private sector, local communities and community enterprises in tourism business, supports funds, tariff preferences, academic and knowledge sharing. Business consultation will be provided. Product and service standards will be improved to apply for implementation. Staff in the service sectors will be trained in order to increase competitiveness. Supporting local people to take part in tourist safety in their local area. Crisis management will be a priority. Infectious disease, epidemics and disasters will be considered.

Strategic Issue 4: Building up tourists' confidence and promoting tourism. The fourth strategic issue focuses on acknowledging and improving the good image of Thailand by building a sense of community and value of Thainess to Thai people. Furthermore, this strategic issue creates awareness for Thai people to recognize the importance of tourism, good hospitality, and readiness for welcoming tourists. It is to build the confidence of tourists to visit Thailand and publicize Thai tourism areas through various media. Its goal is to increase a greater number of tourists.

Strategic Issue 5: Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources. The fifth strategic issue focuses on linking structure of the management of tourism resources at local, provincial, provincial cluster and national levels together in order to have unity in the implementation. It is to promote the participation of people, the private sector, and local-level authorities to join tourism development and management. It aims to decentralize and allocate tourism benefits to the local administrative organizations. Moreover, this strategic issue will encourage the participation of local communities and civil societies to conserve and restore their own culture, tourist attractions and the environment in their community.

3.2.5 The Mechanism of Driving Strategy into Practice

The National Tourism Development Plan 2012-2016 stated that to achieve its goal, the government sector will have to follow these five strategic issues from their own initiative and encourage people and other related sectors to participate in every step from planning, implementing, continuously monitoring, and supporting preparation and the use of the plan at different levels as a tool to drive and allocate resources. It supports rules and regulations improvements to facilitate tourism development and create a body of knowledge. The common goal is to generate revenue from tourism and distribute income equally and sustainably.

3.2.6 Provincial Clusters that have Tourism Potential

The National Tourism Development Plan 2012-2016 has classified provincial groups that have potential for tourism into eight clusters as shown in Table 3.1

Table 3.1 Tourism Clusters that have Tourism Potential in Accordance with the National Tourism Development Plan 2012-2016

Tourism Clusters	Provinces
Lanna Civilization	Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, Nan, and other provinces that have similar activities
World Heritage Attraction linked to Ecotourism	Tak, Sukhothai, Kamphaeng Phet, Phichit, Phitsanulok, Nakhon Sawan, Uthai Thani, Phra Nakhon Si Ayutthaya, and other provinces that have similar activities
Southern Esarn	Nakorn Ratchasima, Buriram, Surin, Si Sa Ket, Chaiyaphum, Ubon Ratchathani, and other provinces that have similar activities
Lifestyle of Mekong River	Loei, Nong Khai, Nakhon Phanom, Mukdahan, Amnat Charoen, Ubon Ratchathani, and other provinces that have similar activities

Table 3.1 (Continued)

Tourism Clusters	Provinces
Central River Basin Lifestyle	Chai Nat, Sing Buri, Ang Thong, Phra Nakhon Si Ayutthaya, Lopburi, Nakhon Pathom, Nonthaburi, Pathum Thani, Samut Prakan, Samut Sakhon, Samut Songkhram, Ratchaburi, Bangkok, and other provinces that have similar activities
Active Beach	Chonburi, Rayong, Chanthaburi, Trat and other provinces that have similar activities
Royal Coast	Phetchaburi, Prachuap Khiri Khan, Chumphon, Ranong, and other provinces that have similar activities
Two Miracles of Ocean	Surat thani, Nakhon Si Thammarat, Phangnga, Phuket, Krabi, Trang, Satun, Phatthalung, Songkhla, Pattani, Yala, Narathiwat, and other provinces that have similar activities

Source: Ministry of Tourism and Sports, 2011.

3.3 Strategic Management in Provincial Clusters

3.3.1 Strategic Management in Provincial Clusters, the Ministry of Interior

Eastern Province Cluster Office of Strategy Management (n.d.) states that the strategic management for provincial clusters is the integrated administration that groups any provinces in a similar relationship to be classified as a provincial cluster. It helps create the direction framework of developing, uses resources systematically and problem solving across provinces effectively.

Three factors for identifying provincial clusters are: (1) the area must be connected together; (2) the provinces used strategic issues or the direction of the development that is consistent with each other; and (3) provinces have related subjects in economic, production, trade, and investment to add value and competitive advantage together as well as to solve urgent problems that requires cooperation

among provinces. The important reason for provincial cluster grouping lies in the assumption that neighboring provinces will have similar geography, traditions, culture, value, society and economy as well as natural resources. Therefore, it is easy to achieve a common purpose as its plan and it is convenient to coordinate and integrate to be effective.

The Eastern Provincial Cluster is one of 18 provincial clusters in the Ministry of Interior. The Eastern Provincial Cluster consists of four provinces: Chonburi, Rayong, Chanthaburi and Trat. Chonburi province is the center of operations. The center of operations province, which is called the Office of Strategy Management (OSM), has responsibility to coordinate and link strategies, plans and provincial-level projects together. The office also coordinates with national authorities such as the Prime Minister's Office, the Office of the Public Sector Development Commission (OPDC), the Office of the Civil Service Commission (OCSC), the Bureau of the Budget, and the Office of the National Economic and Social Development Board (NESDB).

In establishing the Office of Strategy Management (OSM), the Office of the Public Sector Development Commission (OPDC) and the Ministry of Interior brought the concept from the research and book titled "The Strategy-focused Organization" written by Kaplan and Norton (1996). The authors explain the importance of strategy and how to apply it into management and operation in order to avoid a failure of administration. Organizational fragmentation structure in which each entity has its own procedure and reports only to its supervisor may lead to problems of converting strategies into practice and suffer from a lack of a systematic link. The authors propose to set up a new entity called "The Office of Strategy Management or OSM" which is a small unit, flexible and specialized in strategic management that has responsibility to push strategies at all levels into implementation, to exchange experience through the office and coordinate with other authorities in order to make the strategic administration of organization systematic.

3.3.2 Grouping Provincial Clusters that have a Tourism Potential Based on the National Tourism Development Plan 2012-2016

For the concept of grouping provinces that have tourism potential in accordance with the National Tourism Development Plan 2012-2016, the Ministry of Tourism and Sports derived the concept of grouping provinces with tourism potential from the classification of provinces by the Ministry of Interior. The tourism cluster is a homogenous group of provinces within a similar geographical area, shared local culture and potential tourist attractions. The grouping of potential tourist attractions is useful in managing each group. The provincial cluster defines the common management development: improving infrastructure and facilities, developing personnel, taking care of tourist attractions and increasing competitiveness in tourism. The Ministry of Tourism and Sports had named provincial clusters with tourism potential to attract and reflect tourism of the cluster. For the "Active Beach" tourism cluster, it refers to the lively and colorful beaches with fun tourist activities (Wanna Cholpraves, interview, March 19, 2014).

Provincial cluster for potential tourist attractions of the Ministry of Tourism and Sports may be with the same clustered group segmented by the Ministry of Interior or not. For example, the Lanna Civilization Tourism Cluster consists of Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao, Phrae, and Nan. This cluster is placed in two provincial clusters segmented by the Ministry of Interior. The two provincial clusters are (1) the Upper Northern Provincial Cluster 1 which consists of four provinces: Chiang Mai, Mae Hong Son, Lampang and Lamphun and (2) the Upper Northern Provincial Cluster 2 which consists of four provinces: Chiang Rai, Phayao, Phrae and Nan. For the Active Beach Tourism Cluster, it is the same as the Eastern Provincial Cluster segmented by the Ministry of Interior. It consists of Chonburi, Rayong, Chanthaburi and Trat provinces. The grouping of provincial clusters of the Ministry of Tourism and Sports is organized depending on whether the provinces have unique and cultural attractions to the cluster group or not. For example, Mae Hong Son is in the Upper Northern Provincial Cluster 1 segmented by the Ministry of Interior but is not grouped into the Lanna Civilization Tourism Cluster because its culture does not match with Lanna Civilization.

3.4 Development Plan, Budget and Performance Report

3.4.1 Provincial Development Plan, Provincial Cluster Development Plan and Local Development Plan

3.4.1.1 Provincial development plan. Provincial development plan aims at the holistic development that covers all dimensions including economic, social, natural resources, environment and security to raise the quality of life and meet the needs of the people in the province. The Provincial Development Plan is useful for integrated management in the province and it is consistent with the National Economic and Social Development Plan.

In the process of provincial development planning, the province will apply the National Economic and Social Development Plan, strategic plan of several ministries and several governmental policies as a guiding framework. The province bases the consideration on its own potential which is derived from the environmental analysis (SWOT Analysis): an analysis of strengths, weakness, opportunities and threats of/for the province as well as the needs of local people. Afterwards, the Provincial Governor's Office will determine positioning, vision, goals, strategic issues, strategic goals, strategies, indicators, budget, action plan and projects that need to be carried out in accordance with the purpose and direction of development in the future. Moreover, the plan identifies government organizations which are responsible for implementing the projects.

In the planning process, the Provincial Governor presides over the preparation. Organizations from all sectors involved propose comments and suggestions. The organizations that participate in the planning process includes the head or representatives from government organizations whose the offices are located in the province both organizations in the provincial administration and central administration. Executive or representatives from the local administrative organizations, representatives from the private sector, such as the Provincial Chamber of Commerce, the Provincial Industry Federation, the Provincial Tourism Industry Council, the Tourism Association, and representatives from civil society, which is the representative of the people in the province are also included. To develop the strategic

plan for provincial development, the Provincial Governor's Office considers mainly the basic needs of local people.

For the strategic issue of tourism development, the director or representative from the Provincial Office of Tourism and Sports is one of the committees preparing the tourism development strategy at provincial level which has a role in planning budgets for implementing projects from the Ministry of Tourism and Sports in accordance with the development plan of the Ministry of Tourism and Sports.

The province has a four-year development plan and a fiscal action plan which converts the provincial development plan into action by stating projects that needed to be done in the fiscal year and the government organization that is responsible for the projects. The responsible agency could be the Provincial Governor's Office, representative office of ministries, local administrative organization or other agencies. The Provincial Governor's Office prepares the four-year provincial development plan and the fiscal action plan annually. That is, in the fiscal year 2013, the Provincial Governor's Office prepared the four-year provincial development plan 2014-2017 and the fiscal action plan 2014 which follows the four-year provincial development plan 2014-2017 so as to implement the administration of the province in 2014 (1 October 2013-30 September 2014).

In the fiscal year 2014, the Provincial Governor's Office prepared the four-year provincial development plan 2015-2018 and the fiscal action plan 2015 which follows the four-year provincial development plan 2015-2018 so as to implement the administration of the province in 2015 (1 October 2014-30 September 2015). The previous four-year provincial development plan of year 2014-2017 is reviewed and revised to keep pace with the situation. This helps to keep the operation of the provincial future expectations and it is a proactive approach.

After the announcement of the provincial development plan, the local development plan of the local administrative organizations, and the operations of the other government organizations in the province must comply with the provincial development plan.

3.4.1.2 Provincial cluster development plan. Provincial cluster development plan aims at holistically developing a provincial cluster on the issues

that each member has common potential. The provincial cluster development plan is in accordance with the National Economic and Social Development Plan. The provincial cluster development plan comes from the environmental analysis (SWOT Analysis): an analysis of strengths, weakness, opportunities and threats of/for the provincial cluster as well as the needs of people in the area. Afterwards, the Provincial Cluster Office will determine positioning, vision, goals, strategic issues, strategic goals, strategies, indicators, budget, action plan and projects of the provincial cluster that need to be carried out in accordance with the purpose and direction of development in the future. Moreover, the plan identifies which province is responsible for implementing projects.

In the planning process, there is a Provincial Governor of any member province presiding over the plan preparation. Representatives from the province that are assigned by the Provincial Governor following representatives of the Chief Executive of the provincial administrative organizations in every province of the provincial cluster. Representatives of the Mayor in every province of the provincial cluster, representatives of the Chief Executive of the sub-district administrative organizations, representatives of the private sector and representatives of the civil societies, all participate in preparing the provincial cluster development plan.

The provincial cluster has a four-year development plan and a fiscal action plan which converts the provincial cluster development plan into action. The fiscal action plan states projects needed to be completed in the fiscal year and the province responsible for the projects. The preparation of a four-year provincial cluster development plan and provincial cluster fiscal action plan are needed to be done every year in accordance with the four-year provincial development plan and the provincial fiscal action plan.

3.4.1.3 Local development plan. Local development plan of the local administrative organizations in the area of the province has to be in accordance with the provincial development plan. The local development plan results from community meetings or public hearings. Local people present their own needs, assess and prioritize SWOT analysis at the level of the local environment. When a draft of the local development plan is approved by the committee, it passes to the Provincial Governor’s Office for approval. After that, the provincial administrative organization

will integrate the local development plan of all the local administrative organizations in the responsible area. If there are some projects beyond the scope of the municipality and the sub-district administrative organization, the provincial administrative organization would coordinate, handle or implement the projects by itself.

3.4.2 Budget for Provincial Development

The budget for a province development comes from various sources. The main sources of budgets are as follows:

3.4.2.1 Provincial Budget. Provincial budget or the provincial strategic development budget is a budget that the province has to request from the central government. The province must assess SWOT analysis as well as the needs of people in order to implement projects. The Provincial Governor is the person who manages the budget.

3.4.2.2 Functional Budget. Functional budget is designated by the ministries, the offices and the departments of the ministries. The budget is allocated to the representative governmental office in the area. For example, the Ministry of Tourism and Sports passes a budget to the provincial office of tourism and sports in order to implement tourism development projects. In the area of National Parks, the Ministry of Natural Resources and Environment will allocate budgets to the Department of National Parks, Wildlife and Plant Conservation in order to implement any activities. The province can request a functional budget by preparing a provincial development plan but the Provincial Governor cannot manage the budget. The person who has power to manage the budget is any department or office, which is delegated as a representative of ministries or central government, e.g. the Provincial Office of Tourism and Sports, the Provincial Agriculture Extension Office, and the Provincial Local Administration Office.

3.4.2.3 Local Administrative Organization’s Budget. The local administrative organization’s budget results from taxation in the responsible area of the local administrative organization. A local administrative organization has income from tax collection such as house and land tax, motor-vehicle tax, signboard tax and local maintenance tax. The local administrative organization will send some tax

revenue to the government and spend the rest for improving local communities and developing tourist attractions in the responsible area.

3.4.2.4 Budget from Other Organizations. For tourism development, the budget also comes from other organizations in the area such as the Tourism Authority of Thailand (TAT), the Designated Areas for Sustainable Tourism Administration (DASTA), and the private sector, etc.

3.4.3 Performance Reporting

The province and provincial cluster have to report their performance in accordance with the provincial and provincial cluster development plan monthly so as to monitor and acknowledge the progress and problems of project implementation. The government organizations that the province and provincial cluster have to report their progress are for example, the Bureau of the Budget, the Office of the Public Sector Development Commission (OPDC), and the Office of the National Economic and Social Development Board (NESDB). This is to propose to the Board of administrative policy in the province and provincial cluster for consideration and suggestions in order to solve any problems and obstacles for further integrated operation.

The Provincial Office of Tourism and Sports, which is the representative of the Ministry of Tourism and Sports, has to report its activities and project progression which has budget allocated from the Ministry of Tourism and Sports directly to the Ministry of Tourism and Sports.

CHAPTER 4

RESEARCH METHODOLOGY

In the study of the Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster, the researcher employed both qualitative and quantitative research methods. The research methodology is detailed below:

4.1 Qualitative Research Method

The researcher employed qualitative research method by studying the following documents: the National Tourism Development Plan 2012-2016, the provincial cluster development plan, the provincial development plan, and the local development plan of the local administrative organizations in the strategic issue related to tourism development. The researcher reviewed documents from reliable sources, conducted in-depth interviews and focus group discussions, and took participation and non-participation observations to explore the tourism context and tourism development along with the National Tourism Development Plan 2012-2016, which aims to develop the tourism industry to be a source of income and distribute proceeds in balance and sustainably.

4.1.1 Key Informants

The researcher selected particular key informants who are either directors or senior officers who have significant roles in driving the successful operation of the National Tourism Development Plan 2012-2016. For the policy implementation, it is associated with organizations ranging from macro level policy makers to local level authorities that acknowledge policy and convert policy to practice. The primary key informants, therefore, are managerial officers or senior officers in the organizations along the line of policy conveyance from the macro to local level organizations,

including the Ministry of Tourism and Sports, the Provincial Office of Tourism and Sports, the Provincial Governor's Offices, and the Local Administrative Organizations in tourist attractions.

In addition, the researcher also interviewed senior officers in other related organizations involved in promoting and developing tourism. Those organizations are the Tourism Authority of Thailand (TAT), the Designed Areas for Sustainable Tourism Administration (DASTA), the National Parks as well as representatives from the private sector and local communities.

4.1.1.1 The organizations along the line of authority include the Ministry of Tourism and Sports, the Provincial Office of Tourism and Sports, the Governor's Office and the local administrative organization in tourist attractions. The researcher chose to interview those managerial officers or senior officers who are involved in project management and strategic planning for tourism development including: (1) tourism specialist from the Ministry of Tourism and Sports; (2) the Chief of Provincial Governor's Office; (3) the Director of Provincial Office of Tourism and Sports; and (4) the Mayor, Chief Executive, Municipal Clerk or Chief Administer of the local administrative organization. The topics for interview are as follows:

1) The roles of interviewee's organization in tourism development along the guidelines of sustainability.

2) The past policy and strategies for tourism development, the new directions for sustainable tourism development and the strategic measure that must be the first priority to emphasize.

3) The problems and hindrances for implementing or converting the National Tourism Development Plan 2012-2016 into action.

4) The tourism strategic planning process in the provincial development plan and the local administrative organization's development plan and the participation of the related organizations, private sector and local communities.

5) Problems or obstacles that should be improved for policy implementation to reach the approach of sustainable tourism development in the following issues: collaboration among organizations, sufficiency of resources, skill

and knowledge of human resources, performance of the private sector and the potential of the local communities.

6) Positive and negative impacts from tourism on the economic, socio-culture, and natural resources and environment to the local community and tourist attraction.

4.1.1.2 Other organizations involved in promoting and developing tourism, including: (1) the Tourism Authority of Thailand; (2) the Designated Areas for Sustainable Tourism Administration; and (3) the National Parks. The researcher chose managerial officers or senior officers such as the directors, the managers or head officers of the area to interview regarding strategic planning, project management and tourism management. The topics for interview are the same as in 4.1.1.1.

4.1.1.3 Private Sector. The researcher interviewed the Chairman or President of Tourism Association in the province or tourist attraction. The interview topics are as same as in 4.1.1.1 in points 1), 2), 5) and 6) and some additional topics as following:

1) The roles and the participation of the private sector in strategic planning for tourism development in the provincial development plan and the local administrative organization' development plan.

2) The roles of related organizations in tourism development.

3) The activities of the private sector for supporting sustainable tourism development.

4) The enterprise action on environmental approach, the certification of Environmental Management System (EMS), ISO14000, ISO14001, GMP, HACCP and the alertness or the cooperation to conserve the environment.

4.1.1.4 Local Community and Civil Society. The researcher chose volunteers or community leaders including community committees, community club leaders, community enterprise leaders as well as local people in the tourist attractions. The topics are as follows:

1) The tourism situation in the community or tourist attraction and others that should be improved for a sustainable tourism development approach.

2) The roles and the participation of the community leaders and local people in the tourism development strategic planning process of the local administrative organization.

3) The roles of the local administrative organization, private sector and other related organizations in tourist attraction.

4) The roles and the participation of local people in sustainable tourism development and management in their communities.

5) Positive and negative impacts from tourism on economic, socio-culture, and natural resources and the environment to the local communities and tourist attractions.

4.1.2 Tool for Research

The research tool used in this study is a semi-structured in-depth interview questionnaire consisting of open-ended questions adjustable to fit any circumstances. The questions are constructed specifically to ask the role person and are consistent to the roles and responsibilities of the interviewees.

The question context covers the objectives of the research. The researcher listed the questions from the concepts of the National Tourism Development Plan 2012-2016, the strategic management, the policy implementation, the sustainable tourism development as well as any documents and related research. Moreover, all questions had been tested for verification, validity and reliability with the approach of triangulation by specialists who are the key informants and the research's advisors.

4.1.3 Data Collection

4.1.3.1 Primary Data. The researcher collected data by in-depth interviews and conducted focus group discussions. The respondents are managerial officers or senior officers who have a role on pushing forward the success of the National Tourism Development Plan 2012-2016 ranging from a macro level involved in any government organizations building up tourism policy to the local level that convert and implement the plan. It also included any related organizations, which take part in promoting and developing tourism, as well as the private sector and local communities. Mostly, the researcher conducted face-to-face interviews but in case the

researcher could not make appointments at the scheduled time, the researcher would conduct telephone interviews.

The researcher also collected data by a method of observation in order to explore and observe the aspects of tourism management, natural resources, environment, transportation, facilities, services and community participation in four tourist attractions located in the four provinces in the Active Beach Tourism Cluster, including: (1) Pattaya in Chonburi province; (2) Samed island in Rayong province; (3) Chao Lao beach, Laem Sadet beach and Kung Krabaen bay in Chanthaburi province; and (4) Chang island in Trat province.

The researcher completed data collection by province starting from Bangkok, the location of macro level government organizations to provincial level and local level organizations in the tourist attractions. The period of data collection is shown in Table 4.1. In case that the researcher had additional inquiries, telephone interviews or e-mail correspondence would be conducted.

Table 4.1 Period of Data Collection on Qualitative Research Method

Provinces	**Period of Data Collection**
Bangkok	March-April 2014
Chonburi	March-April 2014
Rayong	October-November 2014
Chanthaburi	April-May 2014
Trat	June-July 2014

4.1.3.2 Secondary Data. The researcher collected and studied data from the National Tourism Development Plan 2012-2016, the provincial cluster development plan, the provincial development plan, the local development plan of the local administrative organizations and any related documents from reliable sources involved in the subjects studied.

4.1.4 Data Validation

After collecting data, the researcher evaluated the completeness, validity and reliability of the data. The data collected from the study methods; in-depth interviews, focus group discussions and observations should be accurate and valid, neither distorted nor unreal. In qualitative research, the researcher had to search for data accuracy and consider ethical issues because data accuracy will reveal if both interviewer and respondent have good relations and trust each other. The first step concentrated on building good relations to ensure data accuracy. And, the following are the data validity and data reliability methods used by the researcher.

Rudestam and Newton (2001: 100) define how to assess data accuracy with the approach of triangulation that the data accuracy is used to find out information from various sources in order to prove the theory. Supang Chantavanich (2009: 32) concludes that triangulation is to not confirm any information which comes first will be from a trusted source. The researcher must explore any possibility whether there are other sources for proof. In this research, the researcher practices triangulation in accordance with the guidelines of Denzin (1978 quoted in Supang Chantavanich, 2003: 128) by using a data triangulation technique whereby if the information provider changes, the content meaning is still accurate. The researcher also conducted a methodological triangulation technique which collected data from various sources to gather information on the same subject. The researcher used a method of observation, raised questions to ask respondents and studied relevant documents as well.

To verify information from information providers, the researcher confirmed the reliability of data by providing individual inspection and authentication. In questionable issues, the respondent could accept or deny data with additional comments.

The researcher verified information from in-depth interviews and focus group discussions with the relevant documents in the matter of the activities, projects, strategic issues, provincial development plan and local development plan. The researcher examined similarities and differences in the data. If there were any differences or doubts. The researcher actioned a query to the person providing information to check the accuracy of data again.

4.1.5 Data Analysis

For data analysis, the researcher used content analysis to analyze information gathered from the qualitative research method. Einhon (1993 quoted in Rudestam and Newton, 2001: 159-160) states that, in a qualitative research method, the researcher should utilize data and categorize each group. Similarly Einhon (1993 quoted in Rudestam and Newton, 2001: 159-160), Holliday (2002: 99-100) suggests that a researcher cannot present all raw data that had been collected but should sort the collected data before presenting. After utilizing and categorizing data content, then the researcher finds the meaning, links the cause and effect, and finds the relationship of data content together to summarize the conclusion from the circumstances.

After conducting in-depth interviews and focus group discussions, the researcher analyzed data in order to find out the conclusion. The researcher quoted the speech of respondents in certain words to express the feelings and the thoughts of respondents. This is not to distort the information and represent respondents' thinking without any bias.

In this study, the researcher conducted content analysis in several features including: (1) the conclusion of document, in-depth interview, focus group discussion and observation; (2) the systematic variable information arrangement such as guidelines for tourism development to be in sustainable approach, problems and hindrances of the implementation in organizations, and impacts from tourism to local community and tourist attraction; and (3) the causal linkage in the findings.

4.2 Quantitative Research Method

The quantitative research method was based on non-experimental research in a form of a cross-sectional survey to find out the tourists' opinions toward tourist attractions.

4.2.1 Population and Samples

The unit of analysis in this research is individual. The samples were drawn by the method of non-probability sampling, specifically accidental sampling. Both Thai and foreign tourists were selected as samples to be representative of the population in

the four provinces of the Active Beach Tourism Cluster, including: (1) Pattaya in Chonburi; (2) Samed island in Rayong; (3) Chao Lao beach, Laem Sadet beach and Kung Krabaen bay in Chanthaburi; and (4) Chang island in Trat.

4.2.2 Research Tool and Quality Assessment of Research Tool

The research tool in this study is a questionnaire to survey tourists' opinions toward tourist attractions. The researcher developed questions from the indicators of sustainable tourism derived from the World Tourism Organization (2004).

The structure of the questionnaire comprised of two parts: closed-end questions, which allowed respondents to select the answer based on fact and opinion about tourist attractions, and open-ended questions that allowed respondents to provide a self-administered answer for sustainable tourism development. The questionnaire was divided into three parts as follows:

Part 1: General information of respondent

Part 2: Opinions toward the tourist attractions in five attributes (1) the attributes of tourist attractions; (2) natural resources and environment; (3) local people and traditional culture; (4) information, facilities and safety; and (5) service staff and service quality. Each part contained a four-point Likert Scale as follows:

Level 1	means	strongly disagree
Level 2	means	disagree
Level 3	means	agree
Level 4	means	strongly agree

Part 3: Opinions and Suggestions for sustainable tourism development. The respondents could express their own opinion in the following aspects: (1) guidelines for conservation of natural resources and environment in tourist attractions; (2) guidelines for reinforcement and conservation of local culture; (3) guidelines for development of infrastructure, facilities and security; (4) guidelines for development of service staff and service quality; and (5) other suggestions.

The questionnaire's content validity was assessed by external assessors known as consensual validity. Afterwards, the researcher conducted a preliminary questionnaire with 30 tourists at Jomtien beach, Pattaya on 8th March 2014. The reliability from the pre-test was measured by Cronbach's Alpha Coefficient. The

Cronbach's Alpha Coefficient calculated from five attributes is high enough to indicate that the questionnaire is reliable. Hair, Black, Babin, Anderson and Tatham (2006: 102) suggest that in case of small sample size, the minimum acceptable Cronbach's Alpha Coefficient is 0.6.

Table 4.2 Cronbach's Alpha Coefficient from Testing the Reliability of the Questionnaire

Attributes	**Cronbach's Alpha Coefficient**
The attributes of tourist attractions	0.8194
Natural resources and environment	0.8834
Local people and traditional culture	0.7473
Information, facilities and safety	0.7579
Service staff and service quality	0.8736

4.2.3 Data Collection

After finishing the stage of data reliability, the researcher and co-researchers started collecting data from tourists in four tourist attractions. Details are as follows.

Table 4.3 Details of Data Collection

Tourist Attractions	**Period**	**Number of Replied Questionnaires**		
		Domestic Tourists	**Foreign Tourists**	**Total**
Pattaya, Chonburi	March-April 2014	49	50	99
Samed island, Rayong	November-December 2014	58	39	97
Chao Lao beach, Laem Sadet beach and Kung Krabaen bay, Chanthaburi	April-May 2014	51	7	58
Chang island, Trat	June-July 2014	36	56	92

4.2.4 Data Analysis

When data had been collected, the researcher verified the completeness and accuracy of questionnaires before assigning respondents' answers to the coding process. Finally, data was analyzed by the analysis program SPSS for Windows.

The researcher used descriptive statistics to describe the basic features of samples and tourists' opinions toward tourist attractions. The statistics employed here in the research included frequency, percentage, mean and standard deviation. The researcher interpreted data by comparing the average of issues or wording in each province and summarized an overview of the Active Beach Tourism Cluster.

CHAPTER 5

RESEARCH FINDINGS

The research on Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster presents the findings of three main objectives: firstly, to study the context of tourism in the Active Beach Tourism Cluster; secondly, to study the past performance and the prospective progress of policy implementation in accordance with the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster; and finally, to present a policy framework and the strategic measures on sustainable tourism development for the Active Beach Tourism Cluster. There are three sections to present as follows:

5.1 Tourism context of the Active Beach Tourism Cluster

5.2 Past performance and prospective progress of policy implementation in line with the National Tourism Development Plan 2012-2016

5.2.1 The consistency of the strategic issues relating to tourism development in the provincial cluster development plan, provincial development plan and local development plan of the local administrative organizations with the direction of tourism development in line with the National Tourism Development Plan 2012-2016

5.2.2 Problems and hindrances in the implementation of tourism development in line with the National Tourism Development Plan 2012-2016

5.2.3 Past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016

5.3 Policy framework and strategic measures on sustainable tourism development for the Active Beach Tourism Cluster

5.1 Tourism Context of the Active Beach Tourism Cluster

5.1.1 Chonburi Province

Chonburi province has an area of approximately 4,363 km^2. To the north, it shares a border with Chachoengsao province, to the south with Rayong province, to the east with Chachoengsao, Chanthaburi and Rayong provinces, and to the west with Rayong province and the Gulf of Thailand. The distance between Chonburi province and Bangkok is approximately 81 km by the Bang Na - Trat Highway and 79 km by the National Highway No.7 (the Bangkok - Chonburi Motorway).

Traveling to Chonburi province is mainly done by land transportation. The main roads are the National Highway No.3 (Sukhumvit Road) and the National Highway No.7 (the Bangkok - Chonburi Motorway). There are two airports for air transportation. They are Bangpra Airport which is used for aviation training and is not opened for commercial purpose and U-Tapao International Airport which is located in Sattahip district of Chonburi province and Ban Chang district of Rayong province. Designated as a commercial airport, U-Tapao International Airport lies in the responsibility of the Royal Thai Navy and is serviced by the Bangkok Airways which has a route to Samui island in Surat Thani province. For seaborne transportation, there is Laem Chabang International Port which is a deep sea port and is located in the area of Laem Chabang industrial estate in Sriracha and Bang Lamung districts. It has been promoted to be the country's main sea port, instead of Bangkok Port since 1996. Presently, the government has a plan to build up Laem Chabang Port phase-three to serve a higher volume of freight as it is forecasted to increase and to help driving the country's and regional's economy within the free trade area in accordance with the eleventh National Economic and Social Development Plan 2012-2016 that has plan to promote Laem Chabang Port to be the marine gate of the region and plan to link all logistics and transportation together in a single place. However, because of the world economic crisis, the freight volume has decreased, and therefore, the government slowed down the construction plan and postponed the plan which was supposed to start in the year 2015 and opened in 2020 (Project on the Economic, Engineering and Environmental Feasibility Study and Detailed Design of Laem Chabang Port - Phase 3, n.d.).

Chonburi is an industrial province. Its revenue counted in Gross Domestic Product (GDP) mainly comes from the manufacturing industry and the transportation and logistics. There are many major industries in Chonburi, such as petrochemical, refinery, automobile and the electronics industries. There are large industrial estates such as Laem Chabang, Hemaraj Chonburi, Amata Nakorn, Pinthong, and Pinthong (Laem Chabang) industrial estates. Consequently, Chonburi has problems which arise from the expansion of these industries. It affects negatively its natural resources and causes industrial environmental problems such as wastewater, air pollution, waste, and hazardous waste.

Chonburi province has been a target area of the Eastern Seaboard Development Program since 1982. The Eastern Seaboard Development Program includes three provinces: Chachoengsao, Chonburi and Rayong. The Laem Chabang deep sea port was constructed to be a commercial port to replace Bangkok Port which has a limited capacity to serve large vessels. Moreover, the area surrounding the Laem Chabang Port has been designated to be an important future industrial and economic center. The Eastern Seaboard Development Program was the starting point for the development of many industries in Chonburi and causes many negative environmental impacts. There is a large number of drowned animals which died due to the polluted water. Oil strains and dust from cargos cause a thick sediment accumulation in the sea and in the water flowing season, sediments and oil stains flow to other areas and cause water pollution spreading in nearby areas, such as Pattaya and Rayong. Carbon powder dispersion, odor problems, wastewater pollution from refineries, acid rain increase, and lead poisoning of the water are other problems caused by these industrial areas. In addition, marine accidents occur due to petroleum transportation. It causes spills and leakages of chemical and oil into the sea and often causes the tankers and the sea to catch on fire, worsening the situation even further. The construction part of the Eastern Seaboard Development Program has caused the seawater flow to change its direction, causing beach erosion and sediment accumulation. Furthermore, it has destroyed mangrove forest and has caused many sea species to be in danger of extinction (Ecological Alert and Recovery - Thailand, n.d.).

Among provinces in the Active Beach Tourism Cluster, Chonburi has the highest revenue from tourism. Pattaya is the most significant tourist attraction

generating the highest revenue for the province. Pattaya has been a well-known tourist city in the world for more than 30 years. It has abundant natural resources, unique with an approximately three kilometers long curved beach from North Pattaya to South Pattaya. The Pattaya area covers Larn island, Krok island and Sak island. There is a walking street and night bars located in North Pattaya. Additionally, there are man-made tourist attractions such as Mimosa, the Arts in Paradise Museum, the Pattaya Floating Market, Mini Siam, the Sanctuary of Truth, Tiffany, Alcazar Cabaret and Coliseum, etc. In 2013, there were 349 hotels, guest houses and resorts located in Chonburi province. Of which, there were 314 hotels, guest houses and resorts located in Pattaya (Department of Tourism, Ministry of Tourism and Sports, 2014). The number of tourists visiting Chonburi province and Pattaya from 2008 to 2014 can be seen in Table 5.1. The tourism revenue in Chonburi province and Pattaya from 2008 to 2014 can be seen in Table 5.2.

Table 5.1 Number of Tourists Visiting Chonburi Province and Pattaya from 2008 to 2014

Year	Tourist Number in Chonburi (People)	Tourist Number in Pattaya (People)
2008	7,067,325	5,634,088
2009	5,649,895	4,305,998
2010	10,062,286	8,313,528
2011	10,823,369	8,993,572
2012	11,224,397	9,409,497
2013	11,736,488	10,020,628
2014	8,258,895	7,147,389

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.

Note: Information in 2014 was taken on 30th September 2014

Table 5.2 Tourism Revenue in Chonburi Province and Pattaya from 2008 to 2014

Year	Tourism Revenue in Chonburi (Million Baht)	Tourism Revenue in Pattaya (Million Baht)
2008	65,462.06	62,967.81
2009	47,828.36	44,657.97
2010	79,108.48	73,731.86
2011	94,845.90	87,849.77
2012	101,835.31	95,911.03
2013	111,108.81	105,851.39
2014	74,026.19	70,970.63

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.
Note: Information in 2014 was taken on 30th September 2014

For Pattaya which was selected to be a study area for this research, there is an organization supporting tourism to be in line with sustainable tourism development. That organization is the Designated Areas for Sustainable Tourism Administration (DASTA). It is a public organization which means its administration is more flexible and more independent than government organizations. Additionally, it also provides more financial support. The Designated Areas for Sustainable Tourism Administration has set an office in Pattaya since 1999 to take care of the areas of Pattaya and its vicinities. The objective of the organization is to increase the tourism potential of Pattaya, Larn island, Pai island and eight local administrative organizations: Nong Prue Town Municipality, Bang Lamung Sub-district Municipality, Takhiantia Sub-district Municipality, Pong Sub-district Municipality, Huayyai Sub-district Municipality, Najomtien Sub-district Municipality, Nongplalai Sub-district Administrative Organization and Kaomaikaew Sub-district Administrative Organization. The Designated Areas for Sustainable Tourism Administration enhances the potential of Pattaya in many aspects, particularly the infrastructure, waste management, water treatment and traffic. If it is successfully implemented, it will benefit Pattaya and its surrounding communities.

5.1.2 Rayong Province

Rayong province has an area of approximately 3,552 km^2. The north and west are connected to Chonburi province, the south to the Gulf of Thailand, and the east to Chanthaburi province. The distance between Rayong province and Bangkok is approximately 179 km.

Traveling to Rayong province is done mainly by land transportation. The main roads are the National Highway No.3 (Sukhumvit Road) from Bangpu - Bang Pakong - Bang Saen - Sri Racha - Pattaya - Sattahip - Ban Chang - Rayong, for a total distance of 220 km. The National Highway No.34 (Bang Na - Trat Road) from Bang Na - Bang Phli - Bang Bo and linking to the National Highway No.3 in Bang Pakong district in Chachoengsao province, for a total distance of 220 km. The National Highway No.36 from Bang Lamung district in Chonburi province to Rayong province, for a total distance of 210 km and the National Highway No.7 (the Bangkok - Chonburi Motorway) making travel to Rayong province faster and more convenient. This motorway starts from Srinagarindra Road making a turn to the National Highway No.36, for a total distance of 175 km. For air transportation, there is U-Tapao International Airport, a commercial airport located in Ban Chang district. For marine transportation, there is Map Ta Phut Port which is a deep sea port designated to serve the industrial development and transportation along the Eastern Seaboard Development Program.

Rayong is an industrial province. Its revenue counted in Gross Domestic Product (GDP) mainly comes from the manufacturing industry. There are many major industries such as the petrochemical and natural gas, the chemical fertilizer, the automobile, the electronics, the agricultural processing, the electricity generating, and the chemical production industries. Rayong has eight industrial estates. The main industrial estates are the Map Ta Phut, Padaeng, Eastern Seaboard, and Amata City industrial estates. Moreover, there are three industrial estates that are in the process of being established. Furthermore, there are five industrial zones, five industrial communities and two industrial parks. Rayong province also has revenue from agriculture. The main agricultural products are durian, rambutan, mangosteen, pineapple, rubber and palm oil. However, the revenue from agricultural sector is low compared to the revenue from the industrial sector.

Rayong province is one of the target areas of the Eastern Seaboard Development Program. The Eastern Seaboard Development Program caused the establishment of the Map Ta Phut industrial estate. It is regarded as a turning point that shifted the economic structure of the province from the agricultural and tourism sectors to the industrial sector. Being an industrial province, it brought many environmental problems such as wastewater, low quality natural water, chemical substances found in natural water, air pollution, and toxic air pollutant. Industrial dust from chemicals is causing respiratory and odors problems. Moreover, there are overpopulation and low labor problems which are leading to social problems such as drug usage, crimes and problems with infrastructure inadequacy. In Rayong province, industry expands continuously. Mr. Surachai Suksawat, Chief of the Strategy for Province Development Group, Rayong Governor's Office said "The industry in Rayong grows rapidly. The industrial area in Map Ta Phut is used at full capacity, so the industries are expanding into the Pluak Daeng district… …It brings about pollution problems. Finally in 2009, the government has designated three districts to be pollution control zones in order to control, reduce and eliminate pollution. Those three districts are Map Ta Phut, Huai Pong and Ban Chang" (Surachai Suksawat, interview, October 22, 2014) and Mr. Hisrunset Wongbamru, Chief Administrator of the Phe Sub-district Administrative Organization said "Rayong is a manufacturing province. It is not suitable for tourism. The government's plan of General Prem Tinsulanonda designed the industrial zone to be like an egg yolk which is surrounded by a buffer zone like an egg white. However, the next government made the buffer zone to be industrial zone as well. Therefore, people are directly affected by the industrial areas. Presently, industries are taking over the area" (Hisrunset Wongbamru, interview, November 7, 2014).

For tourism, Rayong province has a variety of natural resources such as beaches, islands, mountains and waterfalls. There is the most famous marine tourist attraction of the province, Koh Samed or Samed Island. Furthermore, there is an agrotourism activity: fruit farmers open their orchards for tourists visiting and having fruit buffets during the fruit seasons. For example, Suan Yai Da and Suan Panan homestays in Tapong district. Moreover, Rayong province has community-based tourist attractions like Prasae Estuary community, which has been living here since

the Ayutthaya period and Ban Jamrung community which is a strong community living their lives following the principles of the sufficiency economy philosophy. In 2013, there were 294 hotels, guest houses and resorts located in Rayong province (Department of Tourism, Ministry of Tourism and Sports, 2014). The number of tourists visiting Rayong province and the tourism revenue from 2008 to 2014 can be seen in Table 5.3 and Table 5.4, consecutively.

Table 5.3 Number of Tourists Visiting Rayong Province from 2008 to 2014

Year	Tourist Number (People)
2008	4,443,413
2009	3,417,196
2010	4,634,970
2011	4,583,551
2012	5,347,954
2013	5,643,533
2014	4,138,095

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.

Note: Information in 2014 was taken on 30th September 2014

Table 5.4 Tourism Revenue in Rayong Province from 2008 to 2014

Year	Tourism Revenue in Rayong (Million Baht)
2008	14,227.99
2009	10,800.46
2010	15,476.85
2011	17,891.39
2012	22,294.76
2013	23,541.67
2014	15,387.81

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.
Note: Information in 2014 was taken on 30th September 2014

The image of being an industrial province has greatly affected tourism in the province due to the concern of environmental problems and pollution from factories. Within that context, it is thought not to be able to support development and investment in tourism. Mr. Surachai Suksawat, Chief of the Strategy for Province Development Group, Rayong Governor's Office said "Often, Rayong has many emergency cases such as oil leaks, plant fires, explorations and chemical leaks. Industry causes so much pollution that the government has had to declare the three districts of Rayong to be pollution control zones. Thus, it creates a negative image for tourists" (Surachai Suksawat, interview, October 22, 2014) and Mr. Chairat Trirattanajarasporn, Chairman of the Rayong Tourist Association said "Industry cannot go along with tourism. In the past, Rayong was not an industrial province. The government impelled industrial sectors into Rayong. It is true that industry can bring prosperity but also destroys the environment. Mae Rumphueng beach is much more beautiful than Pattaya's. Why aren't there any good hotels on the beach? That is because, where there are industries, a few tourists want to travel to those areas. Or else, there are only low-quality tourists who come to train at the factories" (Chairat Trirattanajarasporn, interview, November 7, 2014).

However, the researcher also found features of industry that could promote tourism, but the government must manage the industry and tourism to be developed in harmony. As seen in the interview with Mrs. Kunchala Suchitakul, Plan and Policy Analyst, Rayong Provincial Office of Tourism and Sports, she said “There are some advantages from industry to tourism. There are many tourist groups who come to visit plants. Some tourist groups come from aboard. So often, they buy some local products as souvenirs. Thus, it generates revenue for Rayong and stimulates the performance of the plants as well… …The government should control industries to be clean and prepare a crisis management plan” (Kunchala Suchitakul, interview, October 22, 2014).

For Samed island which was selected to be a study area for this research, there is an organization that acts as a supplementary unit to encourage the development of tourism in the area by following the guidelines of sustainability. That organization is the Khao Leam Ya - Moo Koh Samed National Park, Department of National Parks, Wildlife and Plant Conservation which has a role and a mission to promote conservation and restoration of natural resources in the area. Along with creating awareness of the community to be cherished and to get involved in the care of natural resources, so as to maintain the balance of the ecosystem and the environment as well as its biodiversity. There is also a center of the Marine and Coastal Resources Department that has a role in the preservation and restoration of the natural resources and the environment, including the management of the sustainable use of the natural resources.

5.1.3 Chanthaburi Province

Chanthaburi province has an area of approximately 6,338 km^2. The north is connected to Chonburi, Chachoengsao and Sa Kaeo provinces, the south to Trat province and the Gulf of Thailand, the east to Trat province and Cambodia and the west to Rayong province and the Gulf of Thailand. The distance between Chanthaburi province and Bangkok is approximately 239 km.

Traveling to Chanthaburi province is mainly done by land transportation. The main roads are the National Highway No.3 (Sukhumvit Road) from Bangkok - Chonburi - Pattaya - Ban Chang - Rayong - Chanthaburi, for a total distance of 291

km. The route from Bangkok - Chonburi - Sriracha - Ban Chang - Rayong - Chanthaburi, for a total distance of 254 km. The route from Bangkok - Chonburi-Klaeng - Chanthaburi, for a total distance of 245 km and there is the National Highway No.7 (the Bangkok - Chonburi Motorway) starting from Srinagarindra Road to Pattaya which makes travel faster and more convenient. In the near future, passengers will be able to travel to Chanthaburi by ship. Presently, the province is improving Laem Sing Port to be a port for tourism and logistics purpose.

Chanthaburi is an agricultural province. The revenue of the province counted in Gross Domestic Product (GDP) mainly comes from the agricultural sector. Mostly, it comes from agricultural products. The major economic crops are rubber, longan, durian, cassava, rambutan, mangosteen, longkong, and pepper. Chanthaburi province has a policy to be a green city (Chanthaburi Green City). It is bordered by the sea which means many people are involved in fisheries and aquaculture. Chanthaburi province is well-known for gemstones cutting and flaming which increase the value-added of gems. This activity is to increase in the future as Thailand tries to step into the competitive world of gemstones as a world center of the gems industry. Currently, Chanthaburi is the country and Southeast Asian’s center for gemstone trading. The border area of Chanthaburi is bordering with Cambodia. There are two official border crossing points which are the Ban Phakkad and the Ban Laem Immigration Checkpoints located in Pong Nam Ron district and three temporary permitted border trading areas including: (1) the Ban Bueng Chanang Lang located in Pong Nam Ron district; (2) the Ban Sub Taree located in Soi Dao district; and (3) the Ban Suan Som located in Soi Dao district. Chanthaburi province, therefore, is a potential area for trade, tourism and investment development as it has link to neighboring countries.

With a variety of geography such as mountains, forests, and beaches and having historical stories, Chanthaburi province has various tourism activities including natural tourism, historical tourism and ecotourism. Because Chanthaburi is a province of agriculture and abundant with various well-known fruits, it makes the province a source for community-based tourism. The owners of orchards allow tourists visiting their farms and testing their agricultural products. For example, the Khao Bai Sri community in Tha Mai district and the Ta Bon community in Khlung district where both have orchards, historical stories and historical sites, allow tourists

to learn their local culture and lifestyle. In 2013, there were 120 hotels, guest houses and resorts located in Chanthaburi province (Department of Tourism, Ministry of Tourism and Sports, 2014). The number of tourists visiting Chanthaburi province and the tourism revenue from 2008 to 2014 can be seen in Table 5.5 and Table 5.6, consecutively.

Table 5.5 Number of Tourists Visiting Chanthaburi Province from 2008 to 2014

Year	Tourist Number (People)
2008	1,271,994
2009	1,268,884
2010	1,326,393
2011	1,518,859
2012	1,559,370
2013	1,645,811
2014	1,301,947

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.

Note: Information in 2014 was taken on 30th September 2014

Table 5.6 Tourism Revenue in Chanthaburi Province from 2008 to 2014

Year	Tourism Revenue (Million Baht)
2008	2,765.39
2009	2,794.31
2010	3,172.71
2011	4,125.66
2012	4,213.80
2013	4,568.52
2014	3,651.77

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.
Note: Information in 2014 was taken on 30th September 2014

Chao Lao beach, Laem Sadet beach and Kung Krabaen bay where were selected to be a study area for this research, there is an organization that acts as a supplementary unit supporting sustainable tourism development in the areas. This organization is the Kung Krabaen Bay Royal Development Study Center under the Royal Initiative of His Majesty the King which is located in Kung Krabaen bay. It is a strong point of these areas. The Kung Krabaen Bay Royal Development Study Center's emphasis is on not letting tourism develop too rapidly. It made this area well-known for ecotourism. Founded in 1981, it has cooperated since with many relevant organizations such as the Chanthaburi Governor's Office, the Department of Fisheries, the Department of Lands, the Department of Irrigation, the Department of Forestry, the Bank for Agriculture and Agricultural Cooperatives and many more. The Kung Krabaen Bay Royal Development Study Center concentrates on lifting up the standard of living for local people, developing fisheries and coastal aquaculture in order to increase productivity, providing the basis for the future development of fisheries and to conserve the natural resources balance.

5.1.4 Trat Province

Trat is a coastal province of the eastern frontier of Thailand. It has a land area of approximately 2,819 km^2 and a water area of approximately 7,257 km^2. The north is connected to Chanthaburi province and Cambodia, the south to the Gulf of Thailand and the sea of Cambodia, the east to Cambodia, and the west to Chanthaburi province. By the route of Bang Na - Ban Bueng - Klaeng - Trat, the distance between Trat province and Bangkok is approximately 315 km.

Traveling to Trat province is mainly done by land transportation. The main roads are the National Highway No.3 (Sukhumvit Road) an old route along the coastline from Bang Na - Chonburi - Rayong - Chanthaburi - Trat, for a total distance of 385 km. The new route lies from Bang Na - Ban Bueng - Klaeng - Trat, which has a total distance of 315 km and the route from Chatuchak - Suvarnabhumi Airport-Klaeng - Khlung - Trat, with a total distance of 317 km. For air transportation, there is Trat Airport, a private airport owned by the Bangkok Airways Public Company Limited. Trat Airport is located in Khao Saming district. For marine transportation, there is a deep sea groove to create a medium-sized berth in Klong Yai district. It can serve as seaborne transport to Cambodia, Vietnam and other countries in Indochina. Presently, the government has approved the construction of a multi-purpose pier in the Khlong Yai district.

Trat is an agricultural province. The revenue of the province counted in Gross Domestic Product (GDP) mainly comes from the agricultural sector. The best-known fruits of this area are durian, mangosteen, rambutan and longan. Trat has abundant marine resources. It has coastal fishing and deep sea fishing. The area bordering Cambodia has an official border crossing point, the Ban Had Lek Immigration Checkpoint located in Klong Yai district and two temporary permitted border trading areas: the Ban Mamuang located in Borai district and the Ban Tha Sen located in Muang Trat. Therefore, Trat province is a gateway linking trade, tourism and investment to neighboring countries.

Trat province has a variety of tourism resources and an abundance of natural attractions, such as mountains, waterfalls, mangrove forests, the seas, beaches and 52 islands of various sizes. Among those islands, Chang island is ranking as the second biggest island in Thailand after Phuket island. Kood island is like the emerald of Trat

Sea since the surrounding sea is green like an emerald. Chang and Kood islands have become popular for both Thai and foreign tourists. In 2013, there were 355 hotels, guest houses and resorts located in Trat province. Of them, there were 221 hotels, guest houses and resorts located in Chang island (Department of Tourism, Ministry of Tourism and Sports, 2014). The number of tourists visiting Trat province and Chang island from 2008 to 2014 can be seen in Table 5.7. The tourism revenue in Trat province and Chang island from 2008 to 2014 can be seen in Table 5.8.

Table 5.7 Number of Tourists Visiting Trat Province and Chang Island from 2008 to 2014

Year	Tourist Number in Trat (People)	Tourist Number in Chang Island (People)
2008	1,107,193	593,729
2009	749,150	442,729
2010	715,186	436,647
2011	1,097,352	606,875
2012	1,625,918	961,898
2013	1,685,537	1,011,447
2014	1,297,006	788,413

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.

Note: Information in 2014 was taken on 30th September 2014

Table 5.8 Tourism Revenue in Trat Province and Chang Island from 2008 to 2014

Year	Tourism Revenue in Trat (Million Baht)	Tourism Revenue in Chang Island (Million Baht)
2008	7,172.67	4,816.81
2009	3,895.04	2,494.78
2010	4,665.45	3,281.78
2011	7,498.03	4,963.67
2012	11,702.14	8,151.75
2013	12,607.00	8,868.54
2014	9,625.51	6,778.46

Source: Department of Tourism, Ministry of Tourism and Sports, 2014.
Note: Information in 2014 was taken on 30th September 2014

Apart from natural tourist attractions, Trat province has historical and cultural tourist attractions. There are community-based tourist attractions such as Ban Nam Chiew, Ban Changtune and Ban Salak Kok communities. There is a role model community to develop ecotourism in the form of a museum at Ban Changtune (the Eco-museum of Changtune). Its purpose is to drive tourism activities that encourages learning and supports community-based tourism relying on the concept of creative economy. It helps building up the community participation in developing and managing tourism.

Mrs. Benjawan Anpruang, the Provincial Governor has a policy for Trat to be a green city (Trat Green City). The policy has strategies in four aspects including City of Trees, City of Waste Minimization, City of Energy Efficiency and City of Sustainable Consumption. The policy concentrates on building awareness in every sectors focusing on the environment, environmental conservation, environmental rehabilitation, and reducing energy usage to help decrease pollution being emitted to the atmosphere.

In addition, Mrs. Benjawan Anpruang, the Provincial Governor has a vision for holistic management. Her administration focuses on the participation of the private

sector, civil societies and community wisemen. There is an integrated meeting for the government sector and the private sector every month. Even though, in any particular month, the government sector has no progress and there is no agenda, she also opens a forum for the private sectors such as the Provincial Chamber of Commerce, the Provincial Federation of Industry, the Tourism Association and the civil societies to present their problems and recommend suggestions.

For Chang island which was selected to be a study area for this research, there are some organizations that act as supplementary units supporting sustainable tourism development in the area. Those organizations are the Moo Koh Chang National Park, Department of National Parks, Wildlife and Plant Conservation which takes responsibility for conserving, supporting and rehabilitating natural resources. And, the Office of Designated Areas for Sustainable Tourism Administration (DASTA) which has for objective to enhance the tourism industry potential in the area in a sustainable way. The Office of Designated Areas for Sustainable Tourism Administration is a public organization which its administration is more flexible and more independent than government organizations. It also has larger budget. Additionally, there is also the project for climate protection in tourism which corporates with the Deutsche Gesellschaft fur Internationale Zuammenarbeit or the German International Cooperation (GIZ).

5.1.5 Conclusion of the Active Beach Tourism Cluster

The Active Beach Tourism Cluster comprises the eastern provinces along the coastline of Thailand. The provinces are Chonburi, Rayong, Chanthaburi and Trat. They are in the Active Beach Tourism Cluster located not far from Bangkok, the capital city of Thailand, and near the main international airport, the Suvarnabhumi Airport. Therefore, it is conveniently located for both domestic and foreign tourists.

The map of the Active Beach Tourism Cluster in Thailand and the map of the provinces in the Active Beach Tourism Cluster are shown in Figure 5.1 and Figure 5.2, consecutively.

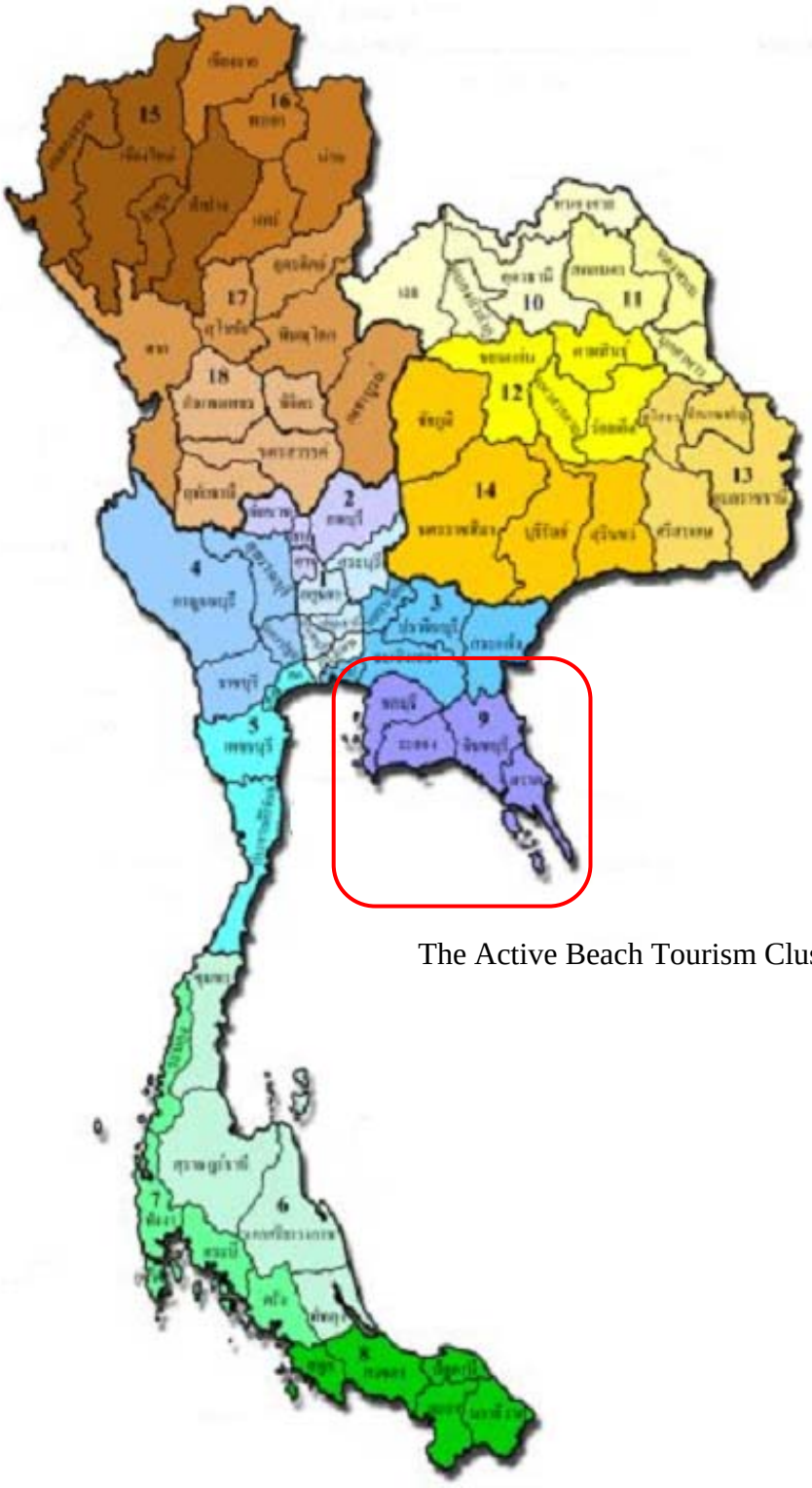

Figure 5.1 Map of the Active Beach Tourism Cluster

Source: Adapted from the Northeast Province Cluster Office of Strategy Management, n.d.

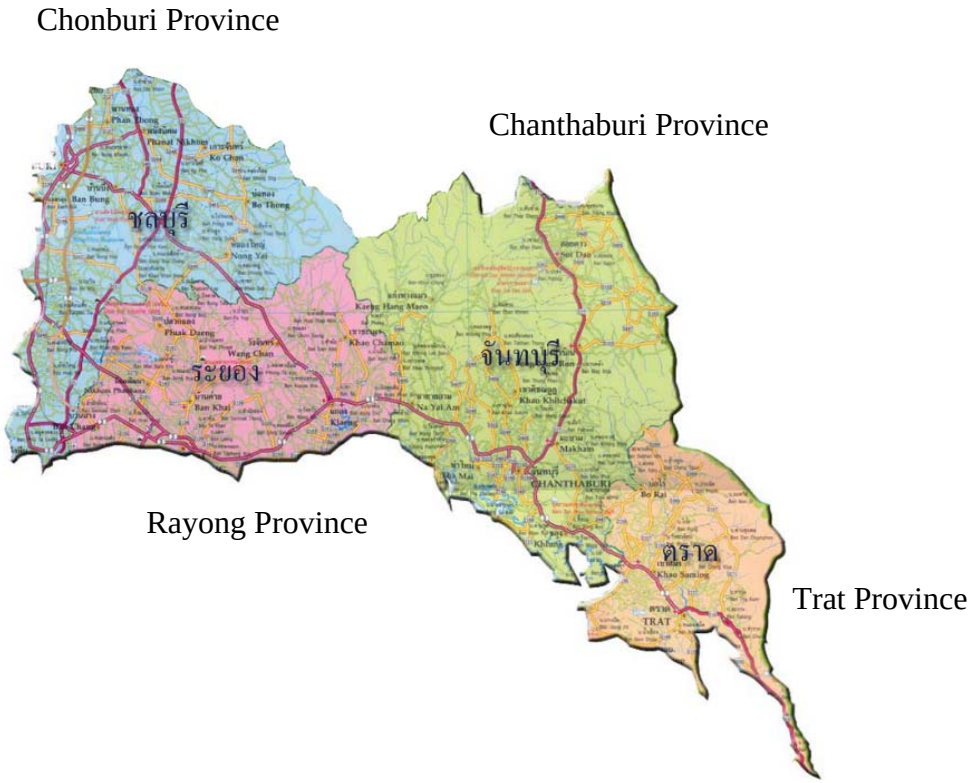

Figure 5.2 Map of the Provinces in the Active Beach Tourism Cluster
Source: Eastern Province Cluster Office of Strategy Management, 2014.

Situated near Bangkok, Chonburi province is a gateway to the East of Thailand. Traveling to the provinces in the Active Beach Tourism Cluster is mainly done by land transportation. The main roads are the National Highway No.3 (Sukhumvit Road) and the National Highway No.7 (the Bangkok - Chonburi Motorway) which starts from Srinagarindra Road and ends in Pattaya City. It allows tourists to travel conveniently and easily. There are two airports available for air transportation to these provinces. The two airports are the U-Tapao International Airport which is located in two provinces, Chonburi and Rayong. The next one is the Trat Airport, a private airport belonging to the Bangkok Airways Public Company Limited. For marine transportation, there are two deep sea ports designated for serving industry and logistics in accordance with the Eastern Seaboard Development

Program. The two ports are the Laem Chabang Port in Chonburi and the Map Ta Phut Port in Rayong.

The Active Beach Tourism Cluster has a variety of tourist attractions which are natural, historical and cultural, and man-made tourist attractions. For natural tourist attractions, there are mountains, waterfalls, beaches, seas and islands. Tourism in this area is outstanding for seas, beaches and islands. It associates with the name of its cluster that was given to it by the Ministry of Tourism and Sports. Its name represents potential to attract and reflect tourism of the cluster. Mrs. Wanna Cholpraves, Director of the International Tourism Cooperation, Department of Tourism, revealed that the name of “Active Beach” refers to the lively and colorful beaches with fun tourist activities (Wanna Cholpraves, interview, March 19, 2014).

Analyzing the tourism revenue, revealed that Chonburi province has the highest tourism potential of the cluster. There is Pattaya which creates a large income and it has been a world-renowned tourist city for more than 30 years. Apart from Pattaya, there are Larn, Krok, and Sak islands, the active night life and the man-made tourist attractions. For Trat, there are Chang, Kood and Mak islands that have become well-known for both Thai and foreign tourists. For Rayong, there is the most famous tourist attraction of the province, Samed island. For Chanthaburi, there are Chao Lao and Laem Sadet beaches as well as Kung Krabaen bay which are well-known among Thai tourists.

Chonburi and Rayong are industrial provinces, both provinces have been designated areas of the Eastern Seaboard Development Program which started in 1982. The program was the starting point for developing and expanding industry, especially in Rayong. Being an industrial province, it is causing problems which deteriorated the environment and the natural resources such as wastewater, coastal sedimentation, air pollution and any possible severe catastrophes such as oil spills, plants catching on fire, gas exploration, chemical leaks, seawater flow changing its direction due to constructions that obstruct the seawater flow, beach erosion, mangrove deforestation, and marine-animal extinction. In addition, the growth of industry causes social problems such as non-registered overpopulation, infrastructure inadequacies and drug addictions. Even though, Chonburi and Rayong provinces have supporting policies and strategies for developing industry sectors to follow

environmental standards and uphold social responsibilities, the growth and expansion of industries, particularly in Rayong is out of control and they cannot alleviate the huge impacts that the industries have on those provinces.

Chanthaburi and Trat are agricultural provinces. There are fruits and other agricultural products supporting tourism. Both provinces have policies to be Green Cities. They have areas bordering with Cambodia. Therefore, Chanthaburi and Trat are gateways linking trade, tourism and investment to neighboring countries. For Trat, community-based tourism has been established by local people in many communities. Moreover, there is a role model community to develop ecotourism in the form of a museum (Eco-museum) at Ban Changtune. Its purpose is to drive tourism activities that encourages learning and supports community-based tourism relying on the concept of creative economy. It helps building up the community participation in developing and managing tourism.

One has to consider the fact that the world nowadays concentrates more and more on sustainable tourism, ecotourism, and creative tourism which focusing on environmental conservation and community-based tourism that emphasizes community participation. Moreover, the world nowadays concentrates on health consciousness with concerns for nature and giving priority to healthy and sustainable lifestyles. Therefore, the context, policies and strategic development of Chanthaburi and Trat's tourism seem to be getting much closer to achieve the goal of sustainability while the environment of Chonburi and Rayong are destroyed by the expansion of industry. As a result, the Chonburi and Rayong's tourism fails to deliver and falls in decadence.

5.2 Past Performance and Prospective Progress of Policy Implementation in Line with the National Tourism Development Plan 2012-2016

5.2.1 The Consistency of the Strategic Issues Relating to Tourism Development in the Provincial Cluster Development Plan, Provincial Development Plan and Local Development Plan of the Local Administrative Organizations with the Direction of Tourism Development in Line with the National Tourism Development Plan 2012-2016

5.2.1.1 Chonburi Province

As stated in the four-year Chonburi Provincial Development Plan 2014-2017, Chonburi province has set its position for development to be a clean industrial city and an international tourist destination. The strategic issue relating to tourism development is ranked as the sixth of other seven strategic issues while the other strategic issues are important to support tourism development as well. Chonburi province prioritizes the strategic issues as follows:

Strategic Issue 1: Development of effective security systems to protect the safety of life and property;

Strategic Issue 2: Strengthening of the community and family institution by applying self-sufficiency economy as a principle for living in order to enhance people's quality of life so they can be happy and step into the learning society;

Strategic Issue 3: Ecologically balanced management and the utilization of natural resources and environment with participation from all stakeholders;

Strategic Issue 4: Development of the city planning systems, logistics systems, basic infrastructure, and water reservoirs to support the expansion of the economy and society;

Strategic Issue 5: Strengthening and improvement of the productivity and quality of industrial products by producing standardized and environmentally-friendly products to increase the competitive advantage;

Strategic Issue 6: Improvement and development of tourist attractions, tourist activities, products and services by increasing the variety and standards up to international levels as well as impress international tourists;

Strategic Issue 7: Development of agricultural production processes into high-quality production systems and the development of farmers and agricultural institutions to have the ability to compete.

According to the study of the strategic issues relating to tourism development in the Chonburi Provincial Development Plan, Pattaya City Tourism Development Plan, and the Public Relations Strategic Plan for the Pattaya City's Image, the researcher has found that the projects and the strategic issues in Chonburi Provincial Development plan, Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image are consistent with the direction of tourism development in accordance with the National Tourism Development Plan 2012-2016.

When considering the strategic issue relating to tourism development in the four-year Provincial Development Plan 2014-2017, Chonburi has set the strategic goals that tourism would be expanded without exploitation, tourist attractions must be developed and able to accommodate new tourist groups efficiently. Chonburi province defines three key performance indicators to measure its success including: (1) the increased percentage of tourism revenue; (2) the success level of tourism quality development; and (3) the percentage of personnel or enterprises that have been trained to serve tourists. The tourism development project samples of the Chonburi Provincial Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.9.

For Pattaya, which is a world class tourist city, the Office of Pattaya City, a self-governing municipality, emphasizes its administration on tourism promotion. Mrs. Onvara Karapin, acting for Director of the Tourism Promotion Bureau, Office of Pattaya City said "Mr. Ittipon Khunpleum, the Pattaya City Mayor has a vision to develop Pattaya as a tourist city, an attractive city for all people in the country and in the world. Pattaya must be attractive in every aspects: society, economy, environment, natural resources, and culture. Everything should be in balance" (Onvara Karapin, interview, April 1, 2014). The Office of Pattaya City has

the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image for tourism promotion purpose in particular which are separated from the Pattaya City Development Plan. The tourism development project samples of the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.10.

Table 5.9 Tourism Development Project Samples of the Chonburi Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Chonburi Provincial Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	- Landscape improvement project to promote ecotourism - Landscape improvement project at Ang Pak Nam waterfall for ecotourism - Road surface repairs and concrete resurfacing of tourist attractions in the Bo Thong district	- Landscape improvement project to promote ecotourism - Landscape improvement project at Ang Pak Nam waterfall for ecotourism - Road surface repairs and concrete resurfacing of tourist attractions in the Bo Thong district	- Project to build a training center for marine rescue in the coastal area of Pattaya - Restoration project to repair and improve the landscape of the Chonburi City Hall and establish a provincial museum
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	None	None	- Project to improve the efficiency of the wastewater treatment on the Pattaya - Naklue road

Table 5.9 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Chonburi Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
			- Project for the conservation of marine natural resources and construction of a learning center for tourists
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Project to promote tourist activities and enhance the tourism potential - Project of exhibition One Tumbon One Product (OTOP)	- Project to promote tourist activities and enhance the tourism potential - Project of exhibition One Tumbon One Product (OTOP)	- Project to place buoys and nets to provide security around Wong Amat bay - Project to train roadside shop owners on sanitary purposes - Project to train owners of food stores and beauty shops on sanitary purposes.
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	None	None	- Project to facilitate sales promotions on Pattaya domestic and international road show - Project to prepare medias for Pattaya City public relations - Pattaya International Music Festival

Table 5.9 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Chonburi Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 5 Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	None	None	None

Source: Chonburi Governor's Office, 2009, 2013.

Table 5.10 Tourism Development Project Samples of the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	- Improve the landscape and tourist attraction signs - Establish an official and unique Pattaya City data center - Develop an official Pattaya City website	- Improve the landscape and tourist attraction signs - Establish an official and unique Pattaya City data center - Develop an official Pattaya City website	- Improve the landscape and tourist attraction signs - Establish an official and unique Pattaya City data center - Develop an official Pattaya City website
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	- Project for tourist attractions rehabilitation - Project to improve public utilities, waste management and wastewater treatment	- Project for tourist attractions rehabilitation - Project to improve public utilities, waste management and wastewater treatment	- Project for tourist attractions rehabilitation - Project to improve public utilities, waste management and wastewater treatment
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Project to strengthen the effectiveness of public services and securities (One Stop Service Center; OSCC) - Social watch project by community network	- Project to strengthen the effectiveness of public services and securities (One Stop Service Center; OSCC) - Social watch project by community network	- Project to strengthen the effectiveness of public services and securities (One Stop Service Center; OSCC) - Social watch project by community network

Table 5.10 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image		
	Year 2012	**Year 2013**	**Year 2014**
	- Project to develop the knowledge of tourist services businesses	- Project to develop the knowledge of tourist services businesses	- Project to develop the knowledge of tourist services businesses
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Promote and advertise tourism and investment in Pattaya via various communication channels - National and International Sport Festivals	- Promote and advertise tourism and investment in Pattaya via various communication channels - National and International Sport Festivals	- Promote and advertise tourism and investment in Pattaya via various communication channels - National and International Sport Festivals
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	None	None	None

Source: Office of Pattaya City, 2011, 2013.

5.2.1.2 Rayong Province

As reported by the four-year Rayong Provincial Development Plan 2014-2017, Rayong province has set its position for development to be a city for green industries, ecotourism and quality agriculture. The strategic issue relating to tourism development is ranked as the first of other six strategic issues while the other strategic issues are important to support tourism development as well. Rayong province prioritizes the strategic issues as follows:

Strategic Issue 1: Promote and develop provincial tourism to have more economic value and conserve natural resources in a sustainable manner;

Strategic Issue 2: Promote and develop agricultural and processed food products to serve the market needs and meet food quality standards for both domestic and international customers;

Strategic Issue 3: Improve and promote the development of industrial production to be environmentally-friendly – green and clean and to enhance business to corporate on social responsibility;

Strategic Issue 4: Increase the commercial sector's ability to compete in order to serve the AEC;

Strategic Issue 5: Promote and support the province to be ready for the AEC;

Strategic Issue 6: Improve the quality of life, protect public rights and strengthen society to be strong and live on the basis of self-sufficiency economy.

Although the strategic issue relating to tourism development is ranked as the first priority in the four-year Rayong Provincial Development Plan 2014-2017, the researcher has found that the province's administration gives priority to the industrial sector first. According to the interview of Mr. Chairat Trirattanajarasporn, Chairman of the Rayong Tourist Association, he said "The management of the province put the priority on the industrial sector because industry is a significant monetary source. The revenue of the industrial sector is much different from the tourism's. It is a matter of interest as well" (Chairat Trirattanajarasporn, interview, November 7, 2014). According to the interview of Mr. Surachai Suksawat, Chief of the Strategy for Province Development Group, Rayong Governor's Office, he said

“Rayong province still gives priority to accelerate the resolution of issues arising from the industrial sector more than any others. In the stages of the provincial development planning, Rayong province focuses on tourism firstly because it requires less investment. Rayong has much more potential to develop its tourism sector. Instead, the province chooses to concentrate on the problems caused by the industrial sector. It is the most urgent issue that needs attention. The growth of industry causes population density problems due to non-registered population. Consequently, it results in problems of public utility shortages, social problems, drug abuses and crimes” (Surachai Suksawat, interview, October 22, 2014). The Rayong Governor’s Office has a policy to develop those three sectors: the industrial, agricultural and tourism sectors in consistent and supportive way to correct the unattractive image of the province as an industrial province only. The government sector defines the projects while the industrial sector provides financial support so that local communities will reap the benefits.

According to the study of the strategic issues relating to tourism development in the Rayong Provincial Development Plan and the Phe Sub-district Administrative Organization Development Plan, the researcher has found that the projects and strategic issues in both plans are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016.

When considering the strategic issue relating to tourism development in the four-year Rayong Provincial Development Plan 2014-2017, Rayong has set the strategic goal for the province to be a place for ecotourism and has set seven key performance indicators to measure its success including: (1) the increased percentage of tourists; (2) the increased tourism revenue; (3) the number of tourist attractions which their environment have been restored, their landscape have been improved and their facilities have been developed; (4) the increased number of ecotourism attractions that are being developed; (5) the number of tourist attractions and tourism enterprises that are certified tourism standards; (6) the number of activities for human resource development; and (7) the decreased percentage of accidents involving tourists. The tourism development project samples of the Rayong Provincial Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.11.

For the strategic issue relating to tourism development in the Phe Sub-district Administrative Organization Development Plan 2014-2016, the Phe Sub-district Administrative Organization has set the tourism development strategic issue as the first rank of other six strategic issues. It plans to level up tourism standards and acts on projects that could serve the strategic issue such as tourist attractions development, lighting and CCTV systems installation to improve security, tourism promotion through signs setting, personnel training for tourism and hospitality, and rescue training program in cooperation with the Thai Royal Navy and Rayong Hospital. There are projects relating to restore nature and environment in the third strategic issue which emphasizes on natural resources and the environment. The tourism development project samples of the Phe Sub-district Administrative Organization Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.12.

Table 5.11 Tourism Development Project Samples of the Rayong Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Rayong Provincial Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1 Development of infrastructure, logistics and facilities for tourism	- Construction project to improve and expand roads - Project to develop and improve landscape for sustainable tourism at Mae Rum Phueng beach in the Khao	- Construction project to improve and expand roads - Project for lighting system installation - Projects to renovate tourist service centers on Samed island	- Construction project to improve and expand roads - Project to set tourist attraction signs - Project to improve buildings and IT systems within a tourist service center in the Khao Chamao -

Table 5.11 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Rayong Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
	Leam Ya - Moo Koh Samed National Park - Construction Project for a tourist service center and landscape improvement at the Remembrance Luang Prasae Battleship Museum - Project for landscape improvement at the King Taksin the Great Memorial	- Project for landscape improvement on Samed island - Bridge construction project in mangrove forest for tourist sightseeing - Project for coastal landscape improvement	Khao Wong National Park to be up to date and in accordance with energy and environmental standards - Project for lighting system installation from the Laem Mae Pim beach to the Sunthorn Phu Memorial Monument - Project for coastal landscape improvement
Strategic Issue 2 Development and rehabilitation of tourist attractions to be sustainable	- Old town renovation project for tourism	- Project to develop and rehabilitate mangrove forest for ecotourism - Tourist attractions development project in Rayong to be Green Eco-Destination - Waste disposal center project on Samed island	- Coral reef conservation and restoration project for ecotourism - Mangrove planting project for ecotourism development - Water management project on Samed island - One stop service for waste management on Samed island

Table 5.11 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Rayong Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Professional guide training project for promoting Buddhist tourism	- Service quality training project - Personnel training project for tourism - Beach police project	- Project to develop tourism management standards to serve the AEC - Project to develop tourism knowledge to serve the AEC
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Project for promoting Rayong tourism - International Tourismus Borse road show project - Project for ensuring tourists' safety	- Project for promoting Rayong tourism - International Tourismus Borse road show project - Project for ensuring tourists' safety - Project for promoting Samed island tourism	- Project for promoting Rayong tourism - Rayong Music Festival - Project for promoting a variety of tourist activities in the Khao Chamao - Khao Wong National Park
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	None	None	- Project for building environmental and natural conservation awareness

Source: Rayong Governor's Office, 2009, 2013.

Table 5.12 Tourism Development Project Samples of the Phe Sub-district Administrative Organization Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Phe Sub-district Administrative Organization Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	- Road improvement project in the Khao Leam Ya - Moo Koh Samed National Park - Public lighting system installation project in national park - Tourist information service center establishment project	- Road improvement project in the Khao Leam Ya - Moo Koh Samed National Park - Public lighting system installation project in national park - Tourist information service center establishment project	- Public lighting system installation project in national park - Tourist information service center establishment project - Warning signs and symbols for tourist setting project
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	- Tourist attractions clean-up project - Tourist attractions development project for the study of nature on Samed island	- Tourist attractions clean-up project - Tourist attractions development project for the study of nature on Samed island	- Tourist attractions clean-up project - Tourist attractions development project for the study of nature on Samed island
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Tourism personnel training project - Hospitality training project for enterprises	- Tourism personnel training project - Hospitality training project for enterprises	- Tourism personnel training project - Hospitality training project for enterprises

Table 5.12 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Phe Sub-district Administrative Organization Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Enterprise cooperation project in promoting marketing activities during the rainy season - Cultural tourism promotion project	- Enterprise cooperation project in promoting marketing activities during the rainy season - Cultural tourism promotion project - Samed Festival	- Enterprise cooperation project in promoting marketing activities during the rainy season - Cultural tourism promotion project
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	- Natural and environmental conservation project	- Natural and environmental conservation project - Marine environmental conservation and rehabilitation project in the Honor of His Majesty the King	- Natural and environmental conservation project - Marine environmental conservation and rehabilitation project in the Honor of His Majesty the King

Source: Phe Sub-district Administrative Organization, 2011, 2012, 2013.

5.2.1.3 Chanthaburi Province

In the past, the government sector promoted Chanthaburi province as a city for agriculture and gemstones. Chanthaburi has recently recognized the importance of tourism for the last three years. Presently, the Chanthaburi tourism development is on the holistic approach with cooperation between the government sector and the private sector. The government sector recently gave importance to tourism which is what the private sector had already been doing. Therefore, the private sector seems to have potential and plays a key role in tourism development

over the role played by government sector. In the provincial planning process, the private sector plays a significant role in pushing tourism development strategies into the provincial development plan.

In accordance with the four-year Chanthaburi Provincial Development Plan 2014-2017, Chathaburi province has a policy to be a green city (Chanthaburi Green City) and has set its position for development to be a city for agriculture, gemstones and jewelries, attractive tourism, and the gateway to border trades and investments. The strategic issue relating to tourism development is ranked as the third of other four strategic issues while the other strategic issues are important to support tourism development as well. Chanthaburi province prioritizes the strategic issues as follows:

Strategic Issue 1: Promote agricultural products and processed agricultural quality products;

Strategic Issue 2: Create value-added gemstones;

Strategic Issue 3: Strengthen tourism potential to serve the AEC;

Strategic Issue 4: Improve the quality of life based on the principle of self-sufficiency economy.

According to the study of the strategic issues relating to tourism development in the Chanthaburi Provincial Development Plan and the Klongkhud Sub-district Administrative Organization Development Plan, the researcher has found that the projects and strategic issues in both plans are consistent with the direction of tourism development in accordance with the National Tourism Development Plan 2012-2016.

When considering the strategic issue relating to tourism development in the four-year Chanthaburi Provincial Development Plan 2014-2017, Chanthaburi has set the strategic goals for the province to be a tourist place for the ASEAN. Moreover, tourist attractions, natural resources and the environment would be promoted and developed to meet standards and the provincial gross domestic product (GDP) of the tourism sector would be increased. Chanthaburi has set five key performance indicators to measure its success including: (1) the increased percentage of tourists; (2) the percentage of tourist satisfaction toward tourism service; (3) the number of

tourist attractions that have been developed; (4) the success level of natural resources and environment problem management; and (5) the increased percentage of tourism revenue when comparing to the previous year. The tourism development project samples of the Chanthaburi Provincial Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.13.

For the strategic issue relating to tourism development in the Klongkhud Sub-district Administrative Organization Development Plan 2012-2014, the Klongkhud Sub-district Administrative Organization has set the tourism development strategic issue as the sixth rank of other seven strategic issues. Most of projects are involved with landscape improvement and road construction to tourist attractions. There are projects relating to development, conservation and restoration of tourist attractions in the seventh strategic issue which emphasizes environmental development. However, there are other strategic issues that are much more important than tourism and environmental development including: infrastructure and public utility improvement, reservoir development, and public health and social improvement. The tourism development project samples of the Klongkhud Sub-district Administrative Organization Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.14.

Table 5.13 Tourism Development Project Samples of the Chanthaburi Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Chanthaburi Provincial Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	- Tourism route development project from Noen Mahad Moo Soo to Khao Sukim - Project for road construction to Khao Soi Dao waterfall	None	- Tourism route development project from Sawasdi Chai to Chaloem Burapha Chonlathit Road - Tourism route development project to Chao Lao beach - Road expansion project at the Ban Phakkad Immigration Checkpoint - Public lighting system installation project at the Ban Phakkad Immigration Checkpoint
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	- Natural and environmental conservation project	- Artificial coral reef rehabilitation project	- Natural and environmental conservation project - Management project for pollution and environmental problems in the communities

Table 5.13 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Chanthaburi Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Shopping center development project for tourism at the Ban Phakkad Immigration Checkpoint	- Shopping center development project for tourism at the Ban Phakkad Immigration Checkpoint - Thai-Cambodia Miracle Trading and trade development to serve the AEC	- Project to train personnel about tourism - Governmental personnel and tourism enterprise training project to serve the AEC - OTOP enterprise development on production and marketing
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Agrotourism promotion project - Project for public relations and tourism promotion	- Marketing promotion project for tourism	- Project for tourism promotion at Chao Lao and Laem Sadet beaches - OTOP promotion project
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	None	None	None

Source: Chanthaburi Governor's Office, 2012, 2013a, 2013b.

Table 5.14 Tourism Development Project Samples of the Klongkhud Sub-district Administrative Organization Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan of 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Klongkhud Sub-district Administrative Organization Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	- Road construction to Kung Krabaen Bay Royal Development Study Center - A tourist service point setting project	- Road construction to Kung Krabaen Bay Royal Development Study Center - A tourist service point setting project - Landscape improvement at the sacred water pool	- Road construction to Kung Krabaen Bay Royal Development Study Center - A tourist service point setting project - Wood bridge construction for ecology study in the mangrove forest
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	- Wastewater treatment construction project - Disposal area setting project	- Wastewater treatment construction project - Disposal area setting project	- Wastewater treatment construction project - Disposal area setting project
Strategic Issue 3			
Development of products, services and supporting factors for tourism	None	None	None

Table 5.14 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Klongkhud Sub-district Administrative Organization Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Project to prepare medias and information to promote tourist attractions - Chao Lao - Laem Sadet Beaches Festival	- Project to prepare medias and information to promote tourist attractions - Chao Lao - Laem Sadet Beaches Festival	- Project to prepare medias and information to promote tourist attractions - Chao Lao - Laem Sadet Beaches Festival
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	None	None	- Creating community participation to protect and restore marine natural resources at Chao Lao beach

Source: Klongkhud Sub-district Administrative Organization, 2011.

5.2.1.4 Trat Province

As stated in the four-year Trat Provincial Development Plan 2014-2017, Trat province has set its position for development in three aspects which are (1) to be a city of safe agriculture; (2) to be a city for ecotourism which emphasizes on nature site touring, natural and environmental conservation, supporting tourism which reducing energy consumption, and promoting community-based tourism; and (3) to be a city for border trading. The strategic issue relating to tourism development is ranked as the third of other six strategic issues while the other strategic issues are important

to support tourism development as well. Trat province prioritizes the strategic issues as follows:

Strategic Issue 1: Provide sufficient infrastructure and social services, and conserve traditional culture to be sustainable for the province to become an attractive one and people having good quality of life;

Strategic Issue 2: Promote and develop agricultural products' quality based on the principles of self-sufficiency economy for local people to have a better income;

Strategic Issue 3: Create environmentally-friendly tourism and link it to international level to increase the revenue from tourism and preserve the environment at and around the tourist attractions;

Strategic Issue 4: Conserve, restore and manage the abundance of natural resources and the environment;

Strategic Issue 5: Develop logistics systems, transportation networks, and transit systems in both the immigration and customs to support trade, tourism and investment in order to establish Trat province as a gateway to neighboring countries;

Strategic Issue 6: Strengthen the internal security and public order along the borders and coastlines and create a good relationship with neighboring countries.

According to the study of the strategic issues relating to tourism development in the four-year Trat Provincial Development Plan and the Koh Chang Sub-district Municipality Development Plan, the researcher has found that the projects and strategic issues in both plans are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016.

When considering the strategic issue relating to tourism development in the four-year Trat Provincial Development Plan 2014-2017, Trat has set its strategic goals to establish the province as an ecotourism place and environmentally-friendly tourism which emphasizes on income distribution to the local communities. Trat has set seven key performance indicators to measure its success including: (1) the increased percentage of tourism revenue; (2) the increased percentage of tourists; (3) the number of tourist attractions that have been developed and rehabilitated; (4) the

number of tourist attractions that are able to accommodate tourists conveniently and safely; (5) the increase of communities which participate in ecotourism management; (6) the number of enterprises that joined in the program; and (7) the decreased percentage of Co_2 emission. The tourism development project samples of the Trat Provincial Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.15.

Trat has an ecotourism project with a target to develop communities into ecotourism communities. The project fund is received from the provincial budget and the Trat Office of the Tourism Authority of Thailand (TAT) is the main organization driving the project. The project objectives are to educate local people on the basics of sustainable community-based tourism and to train local people to manage tourism in their communities. Presently, Trat has many community-based tourist attractions in which community leaders have participated by their own accord and have participated in the provincial tourism development as well.

For the strategic issue relating to tourism development in the Koh Chang Sub-district Municipality Development Plan 2014-2016, tourism development is only a sub-issue in the fourth rank of other seven strategic issues. The subject of the forth strategic issue is economic development, planning, investment promotion, commerce, and tourism. Most tourism projects are related to promoting, publicity and developing tourist attractions. However, other strategic issues such as infrastructure development, quality of life enhancement, social and community management, and peace and order maintenance are more important than tourism development. The tourism development project samples of the Koh Chang Sub-district Municipality Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.16.

Table 5.15 Tourism Development Project Samples of the Trat Provincial Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Trat Provincial Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1			
Development of infrastructure, logistics and facilities for tourism	None	None	- Project of tram sightseeing around Trat province - Landscape improvement along Manow road to Klong Kaew waterfall - Landscape improvement around Than Hin Dad waterfall and Man Fah waterfall - Restroom construction project at Thap Kradai waterfall
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	- Provincial tourist attraction development and rehabilitation project - Coral reef conservation and marine ecological restoration project	- Provincial tourist attraction development and rehabilitation project - Coral reef conservation and marine ecological restoration project	- Landscape improvement and rehabilitation project of the historic tourist attraction of the Chang Island Naval Battle Memorial - Development and rehabilitation project of Ban Chuen beach to become a borderless ecotourist attraction

Table 5.15 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Trat Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
			- Training project to develop community-based tourism - Climate friendly destination project
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Fruit tourism - Security development project for tourists	- Fruit tourism - Security development project for tourists	- Training project for service employees in the tourism industry - Local guide training project - Volunteer and hotel enterprise training to prevent water accidents (Rip Current project)
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Project for public relations and tourism promotion - Health tourism, ecotourism, cultural tourism and agrotourism promotion project - Tourism promotion on "One Day Four Islands Trip"	None	- Trat advertising project at the provincial bus terminals - Media channels project for Trat tourism public relations - Tourism advertising on border trade market places

Table 5.15 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Trat Provincial Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 5			
Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	- Project to promote community-based tourism	- Project to promote community-based tourism	- Project to promote community-based tourism - Education training for social and community development on ecotourism - Participatory learning project on ecotourism

Source: Trat Governor's Office, 2009, 2013.

Table 5.16 Tourism Development Project Samples of the Koh Chang Sub-district Municipality Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Koh Chang Sub-district Municipality Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1 Development of infrastructure, logistics and facilities for tourism	- Klong Nonsi Temple and Chinese shrine development project - Public lighting system installation project - Construction of Pathways to public beaches project - Sidewalk construction project at Kai Bae beach - Sidewalk construction project at White Sand beach view point	- Road construction project in the White Sand beach area - Reinforced concrete road construction to Kai Bae beach - Public lighting system installation project - Construction of Pathways to public beaches project - Sidewalk construction project at Kai Bae beach - Sidewalk construction project at White Sand beach view point	- Reinforced concrete road construction to Klong Nonsi and Klong Plu waterfalls - Traffic and navigation signs improvement in community zones - Lighting system installation at various scenic points - CCTV installation project - Construction of Pathways to public beaches
Strategic Issue 2 Development and rehabilitation of tourist attractions to be sustainable	- Wastewater treatment system construction at White Sand beach -Waste sorting and disposal management project	- Wastewater treatment system construction at White Sand beach - Waste sorting and disposal management project	- Wastewater treatment system construction at White Sand beach - Waste sorting and disposal management project

Table 5.16 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Koh Chang Sub-district Municipality Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- Food Safety training project for entrepreneurs - Coastal rescue diving training project - Marine security and maritime disaster monitoring project - Chang Island Fruit Festival	- Hygienic food promotion at tourist attractions - Food Safety training project for entrepreneurs - Coastal rescue diving training project - Storm surge monitoring and service assistance center for tourists - Chang Island Fruit Festival	- Hygienic food promotion at tourist attractions - Food Safety training project for entrepreneurs - Coastal rescue diving training project - Storm surge monitoring and service assistance center for tourists - Chang Island Fruit Festival
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- Songkran Water Festival - Traditional folk culture project - Traditional ceremonies promotion to develop and promote tourist attractions	- Songkran Water Festival - Traditional folk culture project - Traditional ceremonies promotion to develop and promote tourist attractions	- Songkran Water Festival - Traditional folk culture project - Traditional ceremonies promotion to develop and promote tourist attractions - Agrotourism promotion project

Table 5.16 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Koh Chang Sub-district Municipality Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 5 Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	- Project for building participation in Chang island tourism promotion	- Project for building participation in Chang island tourism promotion	- Project for building participation in Chang island tourism promotion

Source: Koh Chang Sub-district Municipality, 2011, 2012, 2013.

5.2.1.5 Conclusion of the Active Beach Tourism Cluster

In accordance with the four-year Provincial Development Plan 2014-2017 of the provinces in the Active Beach Tourism Cluster including: Chonburi, Rayong, Chanthaburi and Trat, the researcher has found that every province has given priority to tourism and has set tourism as an aspect of their development's direction.

The strategic issue relating to tourism development is one of the many strategic issues in both the provincial development plan and the local development plan of the local administrative organizations which take control of the tourist attractions in this study including: the Pattaya City Development Plan, the Phe Sub-district Administrative Organization Development Plan, the Klongkhud Sub-district Administrative Organization Development Plan, and the Koh Chang Sub-district Municipality Development Plan. However, both the provincial development plan and the local administrative organizations' development plan also give first priority to the development of infrastructure, public utilities, and people's quality of life rather than tourism development. Those strategic issues support tourism development as well. The Office of Pattaya City is the only local administrative organization which not

only has the Pattaya City Development Plan, but also has the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image for tourism promotion purpose in particular.

When considering the consistency of the tourism development strategies in the provincial development plan and the local administrative organizations' development plan, the researcher has found that the projects and the strategic issues relating to tourism development in the provincial development plan and the local administrative organizations' development plan are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016. However, there are projects in the other strategic issues which also support tourism development as well, such as projects in the strategic issue relating to infrastructure and public utility development and the projects in the strategic issue relating to natural resources and environmental conservation. In the tourism strategic planning process, the local administrative organizations propose tourism development projects to the Provincial Governor's Office and the director or representative of the Provincial Office of Tourism and Sports is one of the committees to consider the projects and the tourism development strategic issues.

When considering the tourism development projects in the provincial development plan, the researcher has found that almost all projects belong to the strategic issue of the development of infrastructure, logistics and facilities for tourism, the strategic issue of the development and rehabilitation of tourist attractions to be sustainable, the strategic issue of the development of products, services and supporting factors for tourism, and the strategic issue of building up tourists' confidence and promoting tourism in line with the National Tourism Development Plan 2012-2016. When considering the key performance indicators, it was found that every province has set key performance indicators to measure the success of the tourism development strategic issue including: (1) the increase in tourism revenue or the increase in percentage of tourism revenue; (2) the increase in tourists or the increase in percentage of tourists; (3) the number of tourist attractions that have been rehabilitated or developed; and (4) the number of personnel or entrepreneurs that have been trained.

For the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources, there are only a few projects supporting this strategic issue. Trat is the only province which has an indicator counting on the increase in number of communities that have participated in ecotourism management as a key performance indicator. The Trat's projects which support the strategic issue of promoting participation are the projects which promote community based-tourism and the projects to develop local communities to be ecotourist attractions.

When considering the tourism development projects in the local administrative organizations' development plan, it was found that almost all projects are in the strategic issue of the development of infrastructure, logistics and facilities for tourism, the strategic issue of the development and rehabilitation of tourist attractions to be sustainable, the strategic issue of the development of products, services and supporting factors for tourism, and the strategic issue of building up tourists' confidence and promoting tourism in line with the National Tourism Development Plan 2012-2016. For the projects under the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources, most of the projects are to support local communities to participate in natural resources conservation and rehabilitation but not to participate in tourism resources management.

Because provinces in the Active Beach Tourism Cluster aligned with the National Tourism Development Plan 2012-2016 set by the Ministry of Tourism and Sports are in the same group as the provinces in the Eastern Provincial Cluster set by the Ministry of Interior, the researcher also studied the provincial cluster development plan and the strategic issue relating to tourism development of the Eastern Provincial Cluster from the Ministry of Interior. According to the study, the researcher has found that the Eastern Provincial Cluster has strategic issues and projects that are set to develop the provincial cluster in the issues which the provinces in the cluster have common potentials. In the process of the Eastern Provincial Cluster development planning, the Chonburi Governor presides over the plan preparation. For the tourism development, the Director of the Chonburi Provincial Office of Tourism

and Sports acts as the secretary for the provincial cluster to consider the projects and the strategic issues relating to tourism development. Every province has to join monthly meetings to follow up and monitor the implementation continuously.

As stated in the four-year Eastern Provincial Cluster Development Plan 2014-2017, the Eastern Provincial Cluster gives first priority to tourism. The strategic issue relating to tourism development is ranked as the first of other five strategic issues. The Eastern Provincial Cluster prioritizes the strategic issues as follows:

Strategic Issue 1: Promote and develop personnel capability and tourist attractions, and improve the quality of tourism in a sustainable way;

Strategic Issue 2: Conserve, restore and protect natural resources and the environment by the participation of all sectors to gain sustainable economic and social benefits;

Strategic Issue 3: Develop the efficiency of agricultural production and products to a standard consistent with the demand of both domestic and international requirements;

Strategic Issue 4: Develop production systems and manpower to increase competitive potential along with supporting an environmentally-friendly operation;

Strategic Issue 5: Enhance trade, investment, services and logistics systems to meet standards and to increase competitive potential.

For the key performance indicators, the Eastern Provincial Cluster has set four indicators to measure the success for its tourism development strategic issue including: (1) the increase in qualified tourist attractions; (2) the increased percentage of tourists from MICE tourism; (3) the increased percentage of tourism revenue; and (4) the increased ratio of tourism revenue in each province. The projects and the strategic issue of tourism development in the Eastern Provincial Cluster Development Plan are consistent with the direction of tourism development in accordance with the National Tourism Development Plan 2012-2016. The tourism development project samples of the four-year Eastern Provincial Cluster Development Plan 2012-2014 which are categorized by the strategic issues of the National Tourism Development Plan 2012-2016 can be seen in Table 5.17.

When considering the projects in the strategic issue relating to tourism development, it was found that almost all projects are in the strategic issue of the development of infrastructure, logistics and facilities for tourism, the strategic issue of the development and rehabilitation of tourist attractions to be sustainable, the strategic issue of the development of products, services and supporting factors for tourism, and the strategic issue of building up tourists' confidence and promoting tourism in line with the National Tourism Development Plan 2012-2016. For the projects in the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources, there is only one project that is the project for sustainable marine resources usage and management by communities in the year 2012.

Table 5.17 Tourism Development Project Samples of the Eastern Provincial Cluster Development Plan 2012-2014 which are Categorized by the Strategic Issues of the National Tourism Development Plan 2012-2016

Strategic Issues of the National Tourism Development Plan 2012-2016	**Projects of the Eastern Provincial Cluster Development Plan**		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 1 Development of infrastructure, logistics and facilities for tourism	- Tourism potential development in the Eastern Provincial Cluster by landscape improvement and tourist attraction signs setting	- Tourism potential development in the Eastern Provincial Cluster by landscape and facility improvement in tourism attractions	- Linkage tourism route project in the Eastern Provincial Cluster - Beach landscape improvement project to conserve the Eastern coastline

Table 5.17 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Eastern Provincial Cluster Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
Strategic Issue 2			
Development and rehabilitation of tourist attractions to be sustainable	None	- Eastern beach environmental management project by cleaning beaches and raising environmental conservation awareness	- Eastern coastline clean-up project - Coral reef conservation and rehabilitation for tourism
Strategic Issue 3			
Development of products, services and supporting factors for tourism	- A surveillance tower and a relay station construction project	- A surveillance tower and a relay station construction project - Volunteer training project for tourism service	- Personnel training project for the service sector networking and security to link tourism among neighboring countries - Personnel training project for the government sector and tourism entrepreneurs to serve the AEC - Volunteer training project for tourism service
Strategic Issue 4			
Building up tourists' confidence and promoting tourism	- "Colors of the East" project to promote the tourism's image and tourist activities in the Eastern Provincial Cluster	- "Colors of the East" project to promote the tourism's image and tourist activities in the Eastern Provincial Cluster	- "Colors of the East" project to promote the tourism's image and tourist activities in the Eastern Provincial Cluster

Table 5.17 (Continued)

Strategic Issues of the National Tourism Development Plan 2012-2016	Projects of the Eastern Provincial Cluster Development Plan		
	Year 2012	**Year 2013**	**Year 2014**
	- Project for building perception in the uniqueness of the Eastern tourism	- Road Show to promote and demonstrate the tourist activities in the domestic market - Project for building perception in the uniqueness of the Eastern tourism	- Road Show to promote and demonstrate the tourist activities in the domestic market
Strategic Issue 5 Promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources	- Project for sustainable marine resources usage and management by communities	None	None

Source: Eastern Province Cluster Office of Strategy Management, 2012, 2013a, 2013b.

5.2.2 Problems and Hindrances in the Implementation of Tourism Development in Line with the National Tourism Development Plan 2012-2016

5.2.2.1 Chonburi Province

According to the study, the researcher has found problems and hindrances in the implementation of tourism development at both provincial level and local level as follows:

1) The Chonburi Governor's Office rarely applies the National Tourism Development Plan 2012-2016 into the strategic planning process. The projects and the strategic issue relating to tourism development are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016 because the director or representative of the Provincial Office of Tourism and Sports is one of the committees preparing the tourism development strategy at provincial level. For Pattaya which is a tourist city, the Office of Pattaya City has been referring to the National Tourism Development Plan 2012-2016 in the Pattaya City Tourism Development Plan and in the Public Relations Strategic Plan for Pattaya City's Image. There are also strategic issues and projects that are consistent with the strategic issues of the National Tourism Development Plan 2012-2016.

2) The collaboration among organizations is still poor. Pattaya is a tourist city where tourism is growing rapidly. Both Thai and foreign tourists are visiting the place in large numbers. Every year the Office of Pattaya City holds many major events to promote tourism such as the Pattaya Music Festival, the Colors of the East Festival, the Songkran Water Festival, and the International Sports Festival. Although there is good cooperation among organizations such as the traffic police, nursing units and ambulances, and local administrative organizations around the area as well as the private sector. However, cooperation to develop sustainable tourism or solve tourist related problems is still poor. Organizations work individually and solve only immediate problems with short-term outlook. Basically, the characteristic of Pattaya is that of a highly urban community. There are many accumulated problems such as traffic congestions, crimes, life and property insecurities, waste and wastewater problems, accident from jet skis and exploitation

foreign tourists by Thais and of Thais by foreigners. Therefore, prevention, troubleshooting as well as sustainable tourism development must rely on the consultation, cooperation and sincere management to benefit the public. The work of the Provincial Office of Tourism and Sports is in line with the responsibility of the Ministry of Tourism and Sports which is not a provincial administration. The cooperation seems to be inconsistent with the work of the Provincial Governor's Office since the Provincial Office of Tourism and Sports must work for both the Provincial Governor's Office and the Ministry of Tourism and Sports.

3) The problem of ineffective law enforcement. Pattaya is a tourist attraction which grows rapidly and has been popular for a long time. Pattaya City lacks proper management, effective control and good organization. Consequently, it causes many problems which accumulate. Over time, the disorder becomes a habit. For example, Pattaya used to have traffic lights at many junctions but the operation soon was aborted. The bus stops for public transport and taxis for tourists' shuttles do not work because there are no tourists waiting at the bus stop. They wait at a place without traffic signs. The construction of buildings does not follow regulations and trespass on public areas. The disorganized water sports include banana boats and jet skis. So often, banana boats have bumped into tourists. It includes lawless entertainment places such as mingling, pubs and bars, and drug selling on walking street at night.

4) The problem of influential persons and interest groups. The economy of Pattaya is mainly driven by tourism. It is a place where businessmen, influential persons and interest groups come to invest in tourism business such as hotels, accommodation, restaurants and entertainment venues both legal and illegal to take advantage of tourism. Moreover, influential persons and interest groups also allow foreigners to do businesses competing with Thai people such as restaurant businesses and package tours selling. Government officers who regulate the rules cannot control the offenders because they are afraid for the safety of their lives. The problem of influential persons and interest groups is one of the reasons making law enforcement in Pattaya ineffective.

5) The problem of the lack of discipline and awareness of the local people and tourists. This problem is mainly resulting from personal interests and

who's reaping the benefits of tourism. The lack of discipline and awareness has destroyed the image of tourism in Pattaya. For example, boat accidents caused by excessive freight weight, hotels, accommodation and water sports' entrepreneurs taking advantage of tourists, and accidents caused by intoxicated tourists renting motorcycles.

6) Budget shortages are a common problem which can be found in organizations at both provincial and local levels. For Chonburi province, especially in Pattaya, it is a highly urban community. Even though the Office of Pattaya City can collect income from more people than other local administrative organizations and receives budget from the Designated Areas for Sustainable Tourism Administration (DASTA) to run projects for tourism development, it is still insufficient because Pattaya has such a huge mass of residents. There is non-registered population moving to work in the area, because they are attracted to Pattaya's lifestyle and good salaries. Furthermore, there are so many tourists visiting Pattaya. Most of the Chonburi Governor's Office and the Office of Pattaya City's budgets are spent on taking care of public utilities, waste, and wastewater management. Therefore, the budget is not enough to allow for tourism development.

7) Personnel shortage. Pattaya is a tourist city. Each year, there are many tourists visiting Pattaya. Most of them are foreigners. Therefore, Pattaya needs to have more service officers taking care of tourists. According to the study, many organizations lack service staff, both in quantity and quality. English skill, other foreign languages and service mind are essential for tourism development. The Chonburi Provincial Office of Tourism and Sports is trying to solve the problem by hiring more temporary staff. However, they are less effective and less dedicated than permanent personnel because they have no welfare and job security. They often quit their job when they get a better job offering a higher salary.

The problems and hindrances in the implementation of tourism development and the strategic measures/recommendations for solving the problems and hindrances can be seen in Table 5.18

Table 5.18 Problems and Hindrances in the Implementation of Tourism Development in Chonburi Province and the Strategic Measures/ Recommendations to Solve Them

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Rarely apply the National Tourism Development Plan 2012-2016 into the strategic planning process	The Chonburi Governor's Office rarely applies the National Tourism Development Plan 2012-2016 into the strategic planning process.	The Ministry of Tourism and Sports should increase the dissemination of information about the plan and convey the essential content of the plan to related organizations in order to acknowledge, understand and apply it to the strategic planning for tourism development.
The collaboration among organizations is still low	Collaboration to develop and solve the tourism problems along with a sustainable approach is poor. The organizations are working individually, are not consistent with each other and solve only urgent problems.	Coordinate and collaborate among organizations by appointing a tourism development committee hosted by the Ministry of Tourism and Sports to hold as a monthly meeting, prepare projects, follow the progress, solve problems and improve implementation.
Law enforcement is inefficient	Discontinue traffic control, unsystematic bus stop for tourists, additional building construction does not follow regulations and encroach on public spaces. It cannot manage banana boats, jet skis, entertainment places and drug abuse on the walking street. Influential persons and interest groups problem is one of the reasons that law enforcement does not succeed.	1. Reorganize tourist attractions and arrange zoning of degraded areas so as to not let them spread out. 2. Enforce laws and regulations in term of traffic control, building construction and entertainment business strictly and punish the offenders accordingly.

Table 5.18 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
The influential persons and interest groups	Those who have influenced and benefited from the tourism business gain benefit by building hotels, restaurants, and entertainment venues both legal and illegal. Furthermore, they allow foreigners to do jobs which should be for Thais such as restaurant businesses and package tours selling.	1. Enforce stronger law and regulation on Thai people's occupation protection. 2. Enforce laws and regulations strictly and punish offenders accordingly. 3. Promote communities' participation by building community surveillance network agents and notice any problem arising from tourism. 4. Promote communities' participation by checking the projects' implementation of the government organizations to make sure they are transparent.
Lack of discipline and awareness of local people and tourists	The significant problems result from the personnel interests and the reaping of benefits. It causes tourist exploitation and results in accident such as ship sinking due to overload, allowing drunk tourists to rent motorcycles, etc.	1. Cultivate the awareness of local communities of their social responsibilities. 2. Enforce laws and regulations strictly and punish offenders accordingly.
Budget shortages	Chonburi province especially Pattaya is a highly urban community. People live in a massively populated area. Non-registered population moving to work in the area. Tourists often choose it as a destination for tourism. Most of the budget is spent on taking care of public utilities, waste management and	Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce budget spending.

Table 5.18 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
	wastewater treatment. Therefore, the budget is not enough for tourism development.	
Personnel shortage	Pattaya has not enough staff to take care of a large number of tourists. Many of tourists are foreigners. Foreign language skills and service mind are essential for tourism development. The Chonburi Provincial Office of Tourism and Sports hires additional temporary staff to work. However, they are less effective and less dedicated than permanent personnel because there is no welfare and security in their working life. They often quit their job when they get a better job with higher salary.	1. Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce the number of required staff. 2. Educate personnel on sustainable tourism and teach them about what is needed for their jobs like tourism knowledge and other skills such as service skill and foreign languages, etc. 3. Collaborate with educational institutions in the area for students to gain job experience or hiring intern student to work.

However, Chonburi province has experience in managing large number of tourists waiting to get on board at the U-Tapao International Airport due to the political incidents at Suvarnabhumi International Airport in 2008 which forced it to close. Working through that situation, demanded staff to be patient and service minded to oversee and solve problems for tourists. The incidence could be regarded as an experience in crisis management. Such events have been manageable through the cooperation of students in educational institutions in the area such as Burapha University, Kasetsart University, Sripatum University and the Thai-Austrian Technical College as well as volunteers.

5.2.2.2 Rayong Province

According to the study, the researcher has found problems and hindrances in the implementation of tourism development at both provincial level and local level as follows:

1) The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process. In the strategic planning process of tourism development, the director or representative of the Provincial Office of Tourism and Sports is one of the committees preparing the tourism development strategy at provincial level. The Provincial Office of Tourism and Sports reviews various projects that the local administrative organizations propose to the Provincial Governor's Office. The projects and strategic issues must be consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016. However, the National Tourism Development Plan 2012-2016 is rarely applied, particularly in local administrative organizations. The interviewees from the Phe Sub-district Administrative Organization said that the Ministry of Tourism and Sports has not publicized the National Tourism Development Plan 2012-2016 to the office.

2) The structural problem of the organization of the Ministry of Tourism and Sports. Such problems affect the Ministry of Tourism and Sports' administration. Due to the Office of the Public Sector Development Commission, it has a concept to set a new model for bureaucratic management for the provincial administrations since 2008. The Ministry of Tourism and Sports is the only ministry that has been chosen to be a study case. The seventy five offices of the Provincial Office of Tourism and Sports were classified into 31 groups. By this operation, the Provincial Office of Tourism and Sports has both the self-administrative provinces and the provincial group administrations which have a head provincial office and the neighboring provinces as their subsidiaries (Suphan Buri Provincial Office of Tourism and Sports, 2010).

From the Ministry of Tourism and Sports' structure as mentioned above, the Rayong Provincial Office of Tourism and Sports has been established to be the head office for the provincial group which comprises of two subsidiaries: Chanthaburi and Sa Kaeo. For the implementation, the provincial group

has opportunities to discuss more often in order to make sure the operations go in the same direction. However, there is a problem of coordination. Due to a delay in budget and a delay in compiling the documentation, the subsidiaries, specifically the Chanthaburi Provincial Office of Tourism and Sports and the Sa Kaeo Provincial Office of Tourism and Sports are not under the direct administration of the Ministry of Tourism and Sports. They have to send documents to the Rayong Provincial Office of Tourism and Sports which is the head office of the provincial group before passing it on to the Ministry of Tourism and Sports. Moreover, the delay in budget disbursement may not correspond to the activities due to the remoteness of the area. Thus, the provincial group's head office cannot inspect the implementation of the provinces in the network closely. Additionally, it was found that the Rayong Office of Tourism and Sports's burden is increasing because it has to control over the budgets disbursements and the progress reports of the subsidiary provinces while the person in charge of these tasks in the Rayong's office is the same and has as the same number as other subsidiary provinces.

3) The conflict of government regulations. The problem results from an overlapping area on Samed island. That is the Khao Leam Ya - Moo Koh Samed National Park has been declared to be a national park since 1981. For Samed island, the national park's area covers the entire beach area where tourist attractions are situated, except for certain area in the north of the island reserved for local people fisheries using small boats. Ever since around 10 years ago, the Treasury Department has declared the entire island as a state property land where the government can yield the benefit from it. Such declaration to be a national park area and the state property land has extended over the area of local people living there long before. Presently, the entire area of Samed island belongs to the Treasury Department but it is under the administration of the Khao Leam Ya - Moo Koh Samed National Park and the Phe Sub-district Administrative Organization. Any operation on the island, either by local people or the entrepreneur must make a lease with the Treasury Department and request permission from the Khao Leam Ya - Moo Koh Samed National Park for the designated area. For the rest of the national park, they must request it from the Phe Sub-district Administrative Organization.

Because Samed island is under the administration of three organizations including the Treasury Department, the Khao Leam Ya - Moo Koh Samed National Park, and the Phe Sub-district Administrative Organization, it causes conflict within the regulations. When the entrepreneur leases a land from the Treasury Department, the entrepreneur can construct anything on the land such as accommodation, a hotel or resort and any kind of building. The regulation of the Treasury Department does not restrict the number of the building's floors but is only concerned by the building being in accordance with the Building Control Acts. While the regulation of the National Park restricts the number of floors to one floor and does not allow enterprises to make any profit from the National Park's area. Currently, three-four floors accommodation can be found on Samed island. The Khao Leam Ya - Moo Koh Samed National Park cannot exert any control. If such construction is still going on, it could affect the sustainability of tourism on Samed island in the future.

4) Samed island's administrative problem concerning tax. Government organizations cannot collect the full amount of tax or fee. As the area of Samed island has been declared as a national park and a state property land where local people have been living before, some local people refuse to pay rental fee to the Treasury Department. Consequently, the Treasury Department and the Phe Sub-district Administrative Organization cannot collect the entire tax or fee. Moreover, it was found the problem of speed boat operators who do not transfer tourists at the front pier where the checking point port is located instead they stop at other locations around the island. Therefore, the Khao Leam Ya - Moo Koh Samed National Park is unable to collect entrance fee from all tourists.

5) Budget shortages are a problem which can be found in organizations at both provincial and local levels. Rayong is an industrial province. Although, the industry brings prosperity to the area. There is a strong influx of non-registered population moving here to work. Basically, the budget is mostly used to solve environmental problems, public utility problems, social problems, drug and crime's related problems. For Samed, which is a small island, its public utilities and infrastructure have not been developed enough. Those projects and budgets mostly are for public utilities and infrastructure development such as road construction around the island, water procurement, and waste management. Therefore, the budget is not

enough for tourism development. Presently, Samed island does not have access to water supplies. It is in the process of feasibility study for laying water pipeline from the mainland to the island.

6) Personnel shortage. The lack of personnel is a problem which can be found in organizations at both provincial and local levels. According to the study, it was found that personnel shortage both in quantity and quality is an important issue. The Provincial Office of Tourism and Sports' officers have to handle both tourism tasks and sports tasks, even though they are assigned separately by work functions. The office hires temporary officers to work in finance and accounting, but they do not receive enough job security and welfare as government officials do. It lessens the temporary officers' responsibility. Their work becomes a burden for the government officials. The problem of running many tasks at the same time results in the decline of work performance and efficiency which is much lower than it should be. In addition, the officers lack specialists because the office recruits personnel from a general field of educations to work for them.

On Samed island's area, the officers of the Phe Sub-district Administrative Organization must rotate to work on the island. Therefore, there is only few staff left in the main office on the mainland. The Khao Leam Ya - Moo Koh Samed National Park has to allocate officers to take care of all responsible areas such as on the mainland, Samed island and other nearby islands. Furthermore, the officers have to run many tasks at the same time. For example, the task of collecting national park fees, area protection and conservation, recreations and provide accommodation and services for tourists.

The problems and hindrances in the implementation of tourism development and the strategic measures/recommendations for solving the problems and hindrances can be seen in Table 5.19

Table 5.19 Problems and Hindrances in the Implementation of Tourism Development in Rayong Province and the Strategic Measures/ Recommendations to Solve Them

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Rarely apply the National Tourism Development Plan 2012-2016 into the strategic planning process	The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process especially the local administrative organizations. The interviewees from the Phe Sub-district Administrative Organization said that the Ministry of Tourism and Sports has not publicized the National Tourism Development Plan 2012-2016 to the office.	The Ministry of Tourism and Sports should increase the dissemination of information about the plan and convey the essential content of the plan to related organizations in order to acknowledge, understand and apply it to the strategic planning for tourism development.
The organization structure of the Ministry of Tourism and Sports which originated from the Office of the Public Sector Development Commission	The Rayong Provincial Office of Tourism and Sports is the head office of the provincial group and has two subsidiary provinces: Chanthaburi and Sa Kaeo. It causes problems of coordination, budget disbursement and delaying documents because the subsidiary offices must send documents to the head office of provincial group first and then the head office will pass them on to the Ministry of Tourism and Sports. Because of its remoteness, the head office cannot inspect the implementation of the provinces in the network closely. In addition, it creates more workload for the Rayong Provincial Office.	The government should terminate the provincial groups of the Ministry of Tourism and Sports which originated from the Office of the Public Sector Development Commission and reorganize the structure or appoint a committee to be consistent to the cluster grouping in line with the National Tourism Development Plan 2012-2016.

Table 5.19 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Conflict or government regulation constrains	There are three organizations involved in the area of Samed island including the Treasury Department, the Khao Leam Ya - Moo Koh Samed National Park, and the Phe Sub-district Administrative Organization. For the Treasury Department, after the entrepreneur leases a land, the entrepreneur can construct anything on the land. The regulation does not restrict the number of floors of the building but it is only strict on the Building Control Acts compliance. While the regulation of the National Park prohibits the construction of any building which has more than one floor and/or use the area for personal interest. Presently, three-four-storey accommodation can be found on Samed island but the Khao Leam Ya - Moo Koh Samed National Park cannot exert any control.	Coordinate and cooperate between organizations by constructing buildings on Samed island that are in accordance with the National Park's regulation which control the building and maintain natural resources strictly for sustainable tourism.
The administration of Samed island	The government organizations cannot collect the entire tax or fee because some local people refuse to pay rental fee and the speed boat entrepreneurs do not send or take tourists on at the front pier where the checking point port is located instead they stop at other locations around the island.	Organize speed boat entrepreneurs, enforce law strictly and punish offenders accordingly.

Table 5.19 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Budget shortages	Rayong province spends its budget mainly on environmental problems, public utiliy problems, social problems, drug and crimes which result from being an industrial province. For Samed which is a small island, its budget is spent mostly on public utilities, infrastructure, facilities, and waste and wastewater management especially during the tourist high season.	Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce budget spending.
Personnel shortage	1. The officers of the Rayong Provincial Office of Tourism and Sports have to handle both tourism and sport tasks. The Office solves the problem by hiring additional temporary officers, but their job welfare and security are lower than government officers. It has a negative effect on their responsibilities and performance. Moreover, the officers lack specialist's knowledge because the office recruited personnel from a general field of educations. 2. The officers of the Phe Sub-district Administrative Organization must rotate to work on Samed island. Therefore, officers in the main office are missing.	1. Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce the number of required staff. 2. Educate personnel on sustainable tourism and teach them about what is needed for their jobs like tourism knowledge and other skills such as service skill and foreign languages, etc.

Table 5.19 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
	3. The Khao Leam Ya - Moo Koh Samed National Park has a few officers but has large area to take care of. The National Park Office has to allocate officers to take care of all areas in their jurisdiction such as mainland, Samed island and other nearby islands. Furthermore, the officers have to do many tasks at the same time.	

The researcher has found further information through interviews about the implementation of the operation to solve the problem of oil spill incidence at Prao bay on Samed island on July 2013. The researcher has found that the oil spill crisis affected tourism on the island. There were fewer tourists apparently. In fact, the incidence only occurred on the site of Prao bay. Prao bay is the only beach which is located on the west side of the island where tourists can do beach activities. While on the other side of the island, there are many beautiful beaches that were not affected and were not contaminated by the oil spill incidence but had an impact on tourism in the areas as well. Such problems result from inadequate publicity, lack of details and clarity.

The important things in the implementation to solve the oil spill crisis are good leadership, fast decision making and collaboration among organizations. The organization that had the primary role in this incidence was the Khao Leam Ya - Moo Koh Samed National Park which is the main authority hosting the area. There were other organizations which helped to manage the crisis such as the Rayong Governor's Office, the Phe Sub-district Administrative Organization, the Royal Thai Army, the Royal Thai Navy, and local people including many volunteers from outside the area.

For this incidence, the PTT Public Company Limited was the company which took responsibility and compensated for all the damage to natural resources, the environment and people who have been affected by the oil spill crisis.

Even though the crisis was successfully managed, according to the study, the researcher has found problems in the implementation of solving the crisis. For the problem solving, there was a workaround to resolve the crisis and they had to solve problems all the time. Organizations, even the PTT Public Company Limited had not had any plan or measures to accommodate such incident. Every organization still lacked experience. The first phase of the crisis was executed by trial and error. Foreign specialists came as consultants but the regulations were different for each country. There was a problem of command passing from supervisor to operational officers. They should reduce the gap in hierarchy between supervisors and operational officers and should have delegated some authority to the person at the operation level in order to speed up the operation's implementation. Moreover, because the incidence and the area are in the responsibility of many organizations such as the Khao Leam Ya - Moo Koh Samed National Park, the Rayong Governor's Office, the Marine Department, and the Ministry of Energy, it was unclear which organization should have highest authority over the operation's implementation.

5.2.2.3 Chanthaburi Province

According to the study, the researcher has found problems and hindrances in the implementation of tourism development at both provincial level and local level as follows:

1) The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process, particularly in the local administrative organizations. According to the focus group discussion at the Klongkhud Sub-district Administrative Organization, the information providers claimed that they had not acknowledged the National Tourism Development Plan 2012-2016. However, the projects and strategic issue relating to tourism development in the provincial development plan and the local administrative organizations' development plan are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016 because the director or representative of the Provincial Office of Tourism and Sports is one of the committees

preparing the tourism development strategy at provincial level. According to the focus group discussion at the Chanthaburi Governor's Office, Mr. Tikamporn Suttiudomrat, Director of the Chanthaburi Provincial Office of Tourism and Sports gave the information that the Provincial Office of Tourism and Sports publicized the National Tourism Development Plan 2012-2016 by informing publicizing it in meetings and seminars. Subsequently, it is the duty of each organization in understanding and retrieving the contents of the National Tourism Development Plan for implementation.

2) The structural problem of the organization of the Ministry of Tourism and Sports. The Chanthaburi Provincial Office of Tourism and Sports' administration does not depend directly on the Ministry of Tourism and Sports but it is a subsidiary office depending on the Rayong Provincial Office of Tourism and Sports by the new management system of the Office of the Public Sector Development Commission that designated it to be a model for the provincial administration since 2008.

Mr. Tikamporn Suttiudomrat, Director of the Chanthaburi Provincial Office of Tourism and Sports stated the problem resulting from the organizational structure of the Ministry of Tourism and Sports as "Any province which reports directly to the central administration usually have not much problems but for the provinces which are the head offices of the provincial group, they do have problems since there is fewer staff when compared to the tasks at hand. They have to work for two or three provinces. For the subsidiary provinces under their administrations, they certainly have problems" (Tikamporn Suttiudomrat, focus group discussion, May 12, 2014). It was found that the working problem of the Chanthaburi Provincial Office of Tourism and Sports is a delay and in the flow of work. Any document of the Chanthaburi Provincial Office of Tourism and Sports that needs approval must be sent to the Rayong Provincial Office of Tourism and Sports – the head office of the provincial group before passing it on to the Ministry of Tourism and Sports. If it needs to be corrected, it will be sent back to the Chanthaburi's office. Besides, there is a problem of project and budget approval for tourism development. Because Chanthaburi is a subsidiary province, it is regarded as having a low tourism potential. Therefore, it receives little support for tourism development as well.

3) No Office of the Tourism Authority of Thailand (TAT) in Chanthaburi province. Chanthaburi province has shared the office of Tourism Authority of Thailand with Rayong province where the joint office is located. For this reason, the Tourism Authority of Thailand has closer relationship with Rayong province than Chanthaburi province. Because the Tourism Authority of Thailand is responsible to promote and publicize tourism, then Chanthaburi province faces the problem of publicity and promotion of tourism in its own province.

4) The problem of discontinuity in policy due to the high turnover in executive leaders. Such problem can be found at both provincial and local level organizations. Some senior officers in provincial level organizations take position waiting for retirement while some officers in local administrative organizations take position to transfer to other areas. According to the focus group discussion at the Klongkhud Sub-district Administrative Organization, the researcher has found that within one year, there were three district chief officers for the Tha Mai district. One of them had a vision to promote tourism development. There were tourism projects to develop tourists' parking areas. However, he spent only a short time working for the district. The project was discontinued as a result. The problem also occurred at the Klongkhud Sub-district Administrative Organization. In the past, it used to hold Chao Lao - Laem Sadet sport events, but after the chief executive of the Klongkhud Sub-district Administrative Organization changed, that event was discontinued, consequently.

5) Local politics problems. According to the focus group discussion at the Klongkhud Sub-district Administrative Organization, the Klongkhud Sub-district Administrative Organization has qualified for leveling up to be a sub-district municipality but the Klongkhud Sub-district Administrative Organization refused to level up because in the level of sub-district municipality, it would lose a number of local members. It is local politics that caused a loss of opportunity to develop the communities. Although, being a sub-district municipality, budget will not much increase but it will enhance their working potential. A sub-district municipality has a loan budget for local communities' development. Furthermore, it will be entitled to some tax subsidies from the government. In addition, the local politics causes many leaders of the local administrative organizations to work for people to get their vote.

As a result, the work between the Provincial Governor's Office and the local administrative organizations is not facilitated.

6) Budget shortages are a problem which can be found in organizations at both provincial and local levels because there are many strategic issues that need to be developed. At the provincial level, the Chanthaburi Governor's Office focuses on promoting the productivity and trade of agricultural products as well as developing processed food products to quality food standards in order to assist local people who are mostly farmers and for developing infrastructure to enhance the effectiveness of traveling and transportation. For the Klongkhud Sub-district Administrative Organization which is a small size local administrative organization, its received budget is small accordingly. However, the areas in its responsibility are situated on hillsides. Therefore, the needs of people in the areas are water supply, electricity, roads, and social and health care development. Presently, the water supply does not supply the entire area. The water scarcity affects people's livelihood which is fishery and shrimp farming. Frequently, there are power outages in some areas, especially during the rainy season. With these problems, the Klongkhud Sub-district Administrative Organization can provide only a small budget to develop tourism at Chao Lao beach, Leam Sadet beach and Kung Krabaen bay. Of the seven development strategic issues, tourism development is ranked as the sixth. Apart from that problem, some projects have not been implemented due to more urgent projects and strategic issues that need to be developed. As a result, the implementation of tourism development in the Klongkhud Sub-district Administrative Organization would rather be in the cooperation and facilitation for the private sector or organizations that come for tourism activities in the area.

However, the Chanthaburi Provincial Office of Tourism and Sports recommends to the local administrative organizations to request the budget to support tourism development from the Governor's Office. If the project is rejected, the Chanthaburi Provincial Office of Tourism and Sports will pass the project to the Ministry of Tourism and Sports. Two years ago, the Ministry of Tourism and Sports allocated budgets to improve public restroom at the Kung Krabaen Bay Royal Development Study Center. Currently, it is on the process of considering paving the way on the hill to allow for natural sightseeing.

7) The problem of government's regulations becoming a constraint on tourism development. Local people have proposed to build a pathway around Kung Krabaen hill but the Royal Forest Department has objected for the reason that the construction of a pave way would cause deforestation. Then, the community proposed a linkage route between the areas of Kung Krabaen and Kung Wiman, but the project has been objected by the Marine Department and the environmental conservationists. With the reason being that the construction would cause a change in the water flow and cause damage to the coral reef.

8) The inefficiency of the district office's budget management. Every district receives budget allocations from the Provincial Governor's Office for strategic implementation. The district office can allocate budget to local administrative organizations in its area of responsibility. According to the focus group discussion at the Klongkhud Sub-district Administrative Organization, the researcher has found that sometimes, the Office of Tha Mai District has available budget left but there are no projects to implement. At the end of the year, the Office of Tha Mai District has to send the budget back to the government. Without concerns for the importance of tourism in Chao Lao beach, Laem Sadet beach and Kung Krabaen bay, it could be the reason why the Office of Tha Mai District has budget left without projects. At district level, most projects for tourism development are common projects that are regularly operated such as the events with the Provincial Governor's Office, Red Cross fundraising event, and the World Durian event.

9) Personnel shortage is a common problem that can be found in organizations at both provincial and local levels. There is few staff in the tourism sector. That staff is in need of training to serve the needs of tourists, especially in the skills of language for communication with foreign tourists which will tend to intensify in the future.

The problems and hindrances in the implementation of tourism development and the strategic measures/recommendations for solving the problems and hindrances can be seen in Table 5.20

Table 5.20 Problems and Hindrances in the Implementation of Tourism Development in Chanthaburi Province and the Strategic Measures/ Recommendations to Solve Them

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Rarely apply the National Tourism Development Plan 2012-2016 into the strategic planning process	The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process, particularly in the local administrative organizations. The information providers from the Klongkhud Sub-district Administrative Organization claimed that they have not acknowledged the National Tourism Development Plan 2012-2016.	The Ministry of Tourism and Sports should increase the dissemination of information about the plan and convey the essential content of the plan to related organizations in order to acknowledge, understand and apply it to the strategic planning for tourism development.
The organization structure of the Ministry of Tourism and Sports which originated from the Office of the Public Sector Development Commission	The Chanthaburi Provincial Office of Tourism and Sports is a subsidiary office which relies on the Rayong Provincial Office of Tourism and Sports. All documents that need approval must be sent to the Rayong Provincial Office before being passed on to the Ministry of Tourism and Sports. It causes delays in the process of projects and budget approvals. Moreover, because Chanthaburi is a subsidiary province, it is regarded as having a low tourism potential. Therefore, it receives little support for tourism development as well.	The government should terminate the provincial groups of the Ministry of Tourism and Sports which originated from the Office of the Public Sector Development Commission and reorganize the structure or appoint a committee to be consistent to the cluster grouping in line with the National Tourism Development Plan 2012-2016.

Table 5.20 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Discontinuity in policy	The high turnover of executive leaders at both provincial and local level organizations causes discontinuities in policies and projects for tourism development.	Promote communities' participation by allowing local people to prepare, monitor, evaluate and check the projects' implementation by the government organizations to ensure the continuity of projects.
Local politics	Local politics problems cause the Klongkhud Sub-district Administrative Organization being refused leveling up to become a Sub-district Municipality. It caused a loss of opportunity to develop communities.	Promote communities' participation by checking the projects' implementation of the government organizations in order to make it transparent.
The collaboration among organizations is still low	Local politics causes many local administrative organizations' leaders to work for people in order to get their vote. As a result, the work between the Provincial Governor's Office and the local administrative organizations is made difficult by poor cooperation.	1. Coordinate and collaborate among organizations by appointing a tourism development committee hosted by the Ministry of Tourism and Sports to hold seminar for local administrative organizations in order to acknowledge the projects implementation in line with the National Tourism Development Plan 2012-2016. 2. Promote communities' participation by checking the implementation of the government organizations

Table 5.20 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
		in order to make it transparent and to ease local politics problems.
No Office of the Tourism Authority of Thailand (TAT) in Chanthaburi province	Chanthaburi province has shared the office of Tourism Authority of Thailand with Rayong province where the joint office is located. Therefore, Chanthaburi province faces the problem of tourism publicity and promotion.	The Chanthaburi Governor's Office and the Chanthaburi Provincial Office of Tourism and Sports should coordinate and collaborate more with the Tourism Authority of Thailand, related organizations and the private sector in the province to help with tourism publicity and promotion.
Budget shortages	The Chanthaburi Governor's Office spends its budget mainly on promoting the productivity and trade of agricultural products as well as developing processed food products qualifying for food standards in order to assist local people who are mostly farmers and on developing infrastructure to enhance the effectiveness of traveling and transportation. For the Klongkhud Sub-district Administrative Organization, which is a small local administrative organization does not receive much budget.	Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce budget spending.

Table 5.20 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
	Moreover, the areas in its jurisdiction are situated on hillsides. Therefore, most of the budget is spent on maintaining and developing water supply, electricity, roads, and social and health care. Thus, it can provide only a small budget for tourism development.	
Conflict or government regulation constraints	The regulation of the Royal Forest Department does not permit the construction of pathways around Kung Krabaen hill. While the regulation of the Marine Department does not permit the construction of a linkage route between the areas of Kung Krabaen and Kung Wiman.	1. Before doing or not doing any project, the government should conduct a feasibility study and analyze the advantages and disadvantages of the project in terms of economic, society and culture, and natural resources and environmental impacts. In addition, the study should involve all stakeholders. 2. Regulations relating to tourism development should be improved to be flexible and facilitate tourism development.
Ineffective budget management	Sometimes, the Office of Tha Mai District has budgets available left but there are no projects to implement, the District Office has to send the budget back to the government at the end of the year.	The District Office should prepare the implementation plan and budget since the beginning of the year. If there are budgets available left, they should be used for other development projects.

Table 5.20 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Personnel shortage	There is a few staff in tourism sector. The quality of tourism personnel is needed for development in the aspects of service and communication skills in foreign languages to serve foreign tourists of which the number will tend to increase in the future.	1. Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce the number of required staff. 2. Educate personnel on sustainable tourism and teach them about what is needed for their jobs like tourism knowledge and other skills such as service skill and foreign languages, etc.

5.2.2.4 Trat Province

According to the study, the researcher has found problems and hindrances in the implementation of tourism development at both provincial level and local level as follows:

1) The National Tourism Development Plan 2012-2016 is not applied into the process of strategic planning at both provincial and local levels. The interviewees from the Trat Governor's Office and the Koh Chang Sub-district Municipality said that they have not ever seen the National Tourism Development Plan 2012-2016. However, the projects and strategic issues relating to tourism development in the provincial development plan and the local administrative organizations' development plan are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016 because the director or representative of the Provincial Office of Tourism and Sports is one of the committees preparing the tourism development plan at provincial level.

2) The Trat Provincial Office of Tourism and Sports does not give much importance to tourism development but emphasizes on sports and

recreation in particular. For the work concerning tourism development, it does not use the sustainability approach. Projects are implemented but do not meet the needs of local communities which have not participated in tourism development. The implementation has been done by outsourcing organizers who prepare the events and the food. Local communities hardly benefit from the office's work. Consequently, the work on tourism development done by the Trat Provincial Office of Tourism and Sports has no consistency and is not coordinated with other organizations. However, there are other stronger organizations such as the Designated Areas for Sustainable Tourism Administration (DASTA) and the Tourism Authority of Thailand (TAT). The Designated Areas for Sustainable Tourism Administration is the most important entity involved in the strategic planning process and driving the strategic issue of tourism development into practice. The tourism development plan of the Designated Areas for Sustainable Tourism Administration is another plan that the Trat Governor's Office uses for tourism development. As for the Tourism Authority of Thailand, Mr. Woranit Kayaras the Director of the Trat Provincial Office has his own particularity and does not only work solely on publicizing and merchandising tourist attractions, but also closely work with local communities, develop them based on their own potential and promote local people to participate in tourism management. Additionally, the private sector, civil societies and the communities' leaders suggest recommendations and represent themselves as spokesmen for the communities in the provincial strategic planning process.

3) The problem of the discontinuity in policies in local administrative organizations including the Koh Chang Sub-district Municipality and the Koh Chang Tai Sub-district Administrative Organization. Such problem results from the high turnover of executive leaders in these organizations. These problems cause implementation discontinuities of work in the local administrative organizations of its own and also causes problems for co-operative work with the Designated Areas for Sustainable Tourism Administration (DASTA). The new leaders of the local administrative organizations, are not interested, give no importance and refuse to implement existing projects which were started by former leaders. Instead, the new leaders prefer to start new projects rather than finishing the old projects. There are

some local politics involved as well. Moreover, local politics divided people on Chang island degrading their working atmosphere and conditions.

4) The problem of organizations not understanding of the objectives and the operational guidelines of other organizations. The Designated Areas for Sustainable Tourism Administration (DASTA) is a public organization with an office based in the target areas. It is a temporary office. After reaching its objectives to a certain extent, it would lessen its own responsibilities, passing them to communities and finally withdraw itself from the location. After the Designated Areas for Sustainable Tourism Administration terminates its projects, the primary organizations – the local administrative organizations and local communities must continue to develop and manage tourism using the sustainable approach. The Designated Areas for Sustainable Tourism Administration has established the office on Chang island to develop Chang island and related areas by enhancing the potential of relevant agencies, educating local people to develop tourism in their communities, creating career for local people, educating the private sector to reduce energy usage and selecting alternative energy such as biomass, reducing water consumption, handling waste segregation and building waste storage. However, the Koh Chang Sub-district Municipality which is the primary organization in the area thought that the Designated Areas for Sustainable Tourism Administration left the waste storage to be the burden of the local administrative organizations in the aspect of personnel and budget for implementation.

5) The problem of government regulations becoming a constraint on tourism development. Chang island has received a project and a budget from the Trat Provincial Office of Tourism and Sports to build a view point area that would become one of Chang island's landmark. The area to build the view point or landmark is a cliff. When it rains, red soil is flowing to cover the pathway. Therefore, the view point area is not only a place for tourist taking photos; it would enhance tourists' safety as well. Before the project approval, there was a meeting among the related organizations including the Moo Koh Chang National Park. Once the foundation pillars were constructed, the Moo Koh Chang National Park sent officers to arrest them on a charge of vandalism of the natural area. Additionally, there was a view point construction project located on the area near the monument and historical

museum where King Rama V used to visit. The project and budget had been already approved but they had to be canceled since it is against the regulations of the Department of Marine and the Department of National Parks, Wildlife and Plant Conservation.

6) Budget shortages are a problem which can be found in organizations at both provincial and local levels because there are so many strategic issues that are needed for development. To improve public utilities and build infrastructure is the most important strategic issue at both provincial and local levels. The Koh Chang Sub-district Municipality spent most of its budget on road construction, pavement improvement, water management, lighting system installment, CCTV installment, and waste and sewage management. The budget allocation of the government to local administrative organization would be allocated in function of the number of registered population living in the area. Because the Chang island is a famous tourist attraction, there are non-registered population move to the area for working. A large number of tourists visit the place every year. As a result, budget is not enough for procurements, taking care and improve public utilities, facilities and infrastructure. Also, there are many more important and urgent projects than tourism development. Many tourism development projects, consequently, are not implemented because project budget are used for more important and urgent issues.

7) Personnel shortage is a problem that can be found in organizations at both provincial and local levels. In the aspect of quantity, the government organizations must hire more temporary officers to work. However, the temporary officers receive lower welfare and have less opportunity than government officers do. Therefore, the temporary officers tend to resign more frequently. In the aspect of quality, the researcher has found that officers do not work at their full potential, their knowledge is insufficient, and their responsibility and dedication to work are low.

The problems and hindrances in the implementation of tourism development and the strategic measures/recommendations for solving the problems and hindrances can be seen in Table 5.21

Table 5.21 Problems and Hindrances in the Implementation of Tourism Development in Trat Province and the Strategic Measures/ Recommendations to Solve Them

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Not apply the National Tourism Development Plan 2012-2016 into the strategic planning process	The National Tourism Development Plan 2012-2016 is not applied into the strategic planning process at both provincial and local levels. The interviewees from the Trat Governor's Office and the Koh Chang Sub-district Municipality claimed that they have not ever seen the National Tourism Development Plan 2012-2016.	The Ministry of Tourism and Sports should increase the dissemination of information about the plan and convey the essential content of the plan to related organizations in order to acknowledge, understand and apply it to the strategic planning for tourism development.
The Trat Provincial Office of Tourism and Sports does not give much priority to sustainable tourism development	The Trat Provincial Office of Tourism and Sports works emphasis on sports and recreation mainly. For tourism, the tourism development's work does not go along with the sustainability approach. Projects are implemented and do not meet the needs of local communities who in turn do not participate in tourism development. So, the local communities hardly benefit from the work of the office.	Educate personnel in the Trat Provincial Office of Tourism and Sports to understand and be aware of the importance of sustainable tourism development.
Discontinuity in policy	It is the problem of the local administrative organizations on Chang island because of the local politics and the high executive leaders' turnover. The problem of discontinuity	Promote communities' participation by allowing local people to prepare, monitor, evaluate and check the projects' implementation by the government organizations to ensure the continuity of projects.

Table 5.21 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
	in policy causes the discontinuity in projects implementation by the local administrative organizations on its own and also causes problems to the co-operative work with the DASTA	
The organizations not understanding the objectives and the operational guidelines of other organizations	The Koh Chang Sub-district Municipality – the primary organization on Chang island claimed that the DASTA left the projects of tourism development as a burden to the local administrative organizations.	Coordinate and collaborate among organizations and communicate the objectives of organizations through the meeting of tourism development committee.
Conflict or government regulation constraints.	Chang island has received a project and budget approval for a landmark construction. The landmark is to enhance the safety of tourists but the project was stopped by the regulation of the Department of National Parks, Wildlife and Plant Conservation. Additionally, Chang island was approved to construct a viewpoint but the project could not be executed because of the regulations of the Department of Marine and the Department of National Parks, Wildlife and Plant Conservation.	1. Before doing or not doing any project, the government should conduct a feasibility study and analyze the advantages and disadvantages of the project in terms of economic, society and culture, and natural resources and environmental impacts. In addition, the study should involve all stakeholders. 2. Regulations relating to tourism development should be improved to be flexible and facilitate tourism development.

Table 5.21 (Continued)

Problems and Hindrances	Findings	Strategic Measures/ Recommendations
Budget shortages	Chang island is a famous tourist attraction. There are numerous tourists and non-registered population moving to work there. Most budget is spent on public utilities and infrastructure such as road improvement, sewage improvement, lighting system installation, CCTV installation, waste disposal and wastewater management, etc.	Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce budget spending.
Personnel shortage	Organizations both at provincial and local levels lack personnel in terms of quantity and quality. Government organizations hire temporary officers to work. However, the temporary officers receive lower welfare and have less opportunity than the permanent officers and tend to resign more frequently. Moreover, officers do not work at their full potential, their knowledge is insufficient, and the responsibilities and dedications to work are low.	1. Coordinate and collaborate among organizations to integrate projects. It will reduce project duplication and reduce the number of required staff. 2. Educate personnel on sustainable tourism and teach them about what is needed for their jobs like tourism knowledge and other skills such as service skill and foreign languages, etc.

5.2.2.5 Conclusion of the Active Beach Tourism Cluster

According to the study, the researcher has found problems and hindrances in the implementation of tourism development in the Active Beach Tourism Cluster as follows:

The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process, particularly in the local administrative organizations. The projects and strategic issues relating to tourism development in the provincial development plan and the local development plan of the local administrative organizations are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016 because the director or representative of the Provincial Office of Tourism and Sports, Ministry of Tourism and Sports is a committee member preparing the tourism development strategy at provincial level. However, by not applying the National Tourism Development Plan into the strategic planning process for tourism development, the related organizations may not comprehend the direction and the essential content of the plan, especially in the local administrative organizations which are directly in charge of the tourist attraction areas. According to the research, it was found that the local administrative organizations neither knew the National Tourism Development Plan 2012-2016 nor was there any representative from the Ministry of Tourism and Sports giving advice about the tourism development in the strategic planning process.

The operation among government organizations is not unified. The integration of projects, the coordination and the collaboration among organizations are still poor. Basically, the tourism development must follow the concept of integration among various organizations which has the Provincial Governor's Office and the Provincial Office of Tourism and Sports as primary organizations. Even though the provincial administration allows the governor which is under the control of the Ministry of Interior who has the highest authority to administer within the province, the administration of the Provincial Office of Tourism and Sports, the representative of the Ministry of Tourism and Sports does not only work for the governor in accordance with the provincial administrative structure, but also work directly for the Ministry of Tourism and Sports in accordance with the central administration. Therefore, the Provincial Office of Tourism and Sports must respond

to both the provincial development strategy and the central development strategy of the Ministry of Tourism and Sports. In addition, in order to achieve the goal of sustainability, it all depends on the cooperation with various organizations which have to respond to both the provincial development strategy and the development strategy of their ministries.

Other main problems relating to tourism development in the Active Beach Tourism Cluster are as follows: regulations of government organizations become a constraint on tourism development, not enough strong law enforcement, the policy lack of continuity because of executive leaders high turnover, the local politics problems, the conflict of interests of influential persons and interest groups, the organizations not understanding the objectives and the operational guidelines of other organizations, the operations of the Provincial Office of Tourism and Sports not being concerned about sustainable tourism development as it should be, the lack of discipline and awareness of local people and tourists, personnel shortage in both quantity and quality, the officers of the Provincial Office of Tourism and Sports not having specialized skills in sustainable tourism development, and the problem of budget shortages. The problem of budget shortages cause the organizations at both provincial and local levels to be unable to execute tourism development projects as they plan because the budgets have to be spent on more important and urgent projects in other strategic issues.

Apart from the problems and hindrances of the implementation in each province as mentioned above, the researcher also found problems and hindrances at cluster level which cause tourism development implementation of the Active Beach Tourism Cluster not to be in unity nor consistent in the same direction as follows:

Problem of inconsistency of the administration of the Ministry of Tourism and Sports and the National Tourism Development Plan 2012-2016. The National Tourism Development Plan 2012-2016 has categorized potential provinces for tourism development into eight clusters. However, the administration and budget allocation of the Ministry of Tourism and Sports are only conveyed and operated at the provincial level through each Provincial Office of Tourism and Sports which are not linked with the other provinces within the tourism cluster. The projects at the cluster level such as the linkage of tourism route in the Eastern Provincial Cluster, the

personnel training of the governmental sector and tourism entrepreneur to serve the AEC, and the Colors of the East – the project to promote the image and activities for tourism are implemented under the administration and budget allocation of the Ministry of Interior which provinces, in the Eastern Provincial Cluster, are the same as the provinces in the Active Beach Tourism Cluster of the Ministry of Tourism and Sports.

The administrative structure of the Ministry of Tourism and Sports is separated by provinces as provincial categorization as well but it is not consistent with the tourism cluster grouping according to the National Tourism Development Plan 2012-2016. Such administrative structure of provincial categorization originated from the Office of the Public Sector Development Commission which uses the concept of new bureaucratic management that has formulated the management to be a provincial administration since 2008. By this concept, the seventy five offices of the Provincial Office of Tourism and Sports were classified into 31 groups. The result of this classification causes the Provincial Office of Tourism and Sports has both the self-administrative provinces and the provincial group administrations which have a head provincial office and the neighboring provinces as their subsidiaries. In the Active Beach Tourism Cluster, the Chonburi Provincial Office of Tourism and Sports is the head office to two subsidiary provinces which are the Offices of Chachoengsao and Samut Prakan. The Rayong Provincial Office of Tourism and Sports is the head office to two subsidiary provinces which are the Offices of Chanthaburi and Sa Kaeo. While the Trat Provincial Office of Tourism and Sports is a self-administrative office which is under the direct control of the Ministry of Tourism and Sports (Suphan Buri Provincial Office of Tourism and Sports, 2010). The budget disbursement and the report of subsidiary provinces needing approval must send their proposals to the head office of its group before passing it on to the Ministry of Tourism and Sports.

From the administration and the budget allocation of the Ministry of Tourism and Sports which are conveyed and operated at the provincial level through the Provincial Office of Tourism and Sports of each province without linking themselves to the provinces within the tourism cluster and the administrative structure of the Ministry of Tourism and Sports under the new management concept originated from the Office of the Public Sector Development Commission which is not

consistent with the tourism cluster grouping in accordance with the National Tourism Development Plan 2012-2016, it represents the fact that the Ministry of Tourism and Sports does not regard the tourism development of provincial cluster according to the National Tourism Development Plan 2012-2016 as important. In addition, the administration of provincial groups which is originated from the Office of the Public Sector Development Commission causes structural problems which lead to the complexity of the implementation, the delays in the approval process and budget disbursement, the head office of the provincial group cannot control the implementation of subsidiary provinces because they are in remote areas, and the workload of the head office increases while the number of officers remains unchanged.

Furthermore, it was found that the groups of potential province in the tourism cluster in accordance with the National Tourism Development Plan 2012-2016 may not match the grouping of provinces by the Ministry of Interior. It could result in the implementation of provinces within tourism cluster in line with the National Tourism Development Plan 2012-2016 to be inconsistent and causes the problems in coordination and collaboration. By coincidence, the Active Beach Tourism Cluster in accordance with the National Tourism Development Plan 2012-2016 is matching the Eastern Provincial Cluster grouping by the Ministry of Interior. Therefore, the implementation to push the strategic issues of the National Tourism Development Plan 2012-2016 has fewer problems than the other tourism clusters. Mr. Thantip Meeluksana, Director of the Chonburi Provincial Office of Tourism and Sports acting as the secretary of the Eastern Provincial Cluster for tourism development said “Fortunately, it is a coincidence that provinces in the Active Beach Tourism Cluster are matching with the provincial grouping of the Ministry of Interior. We are so lucky to work towards pushing the tourism strategic issues. It is better than the other’s clusters. We have much more talks, meetings and collaborations” (Thantip Meeluksana, interview, March 26, 2014).

To solve the problems and hindrances that have occurred from the administrative structure of the Ministry of Tourism and Sports and to harmonize the administration of tourism cluster to be consistent with the National Tourism Development Plan 2012-2016. The researcher suggests that the government should

terminate the administrative structure of provincial group of the Ministry of Tourism and Sports which originated from the Office of the Public Sector Development Commission and should reorganize its structure or appoint a committee of the Ministry of Tourism and Sports to be the host of tourism management for the Active Beach Tourism Cluster, promote cooperation, and guide the direction of tourism development to have a consistent approach.

Additionally, the provinces' differences within the tourism cluster causes the problem of disagreement in grouping provincial cluster. According to the informants of Chanthaburi and Trat provinces, the interviewees disagree that Chanthaburi and Trat are grouped as the Active Beach Tourism Cluster because the Active Beach Tourism Cluster rather represents the tourism in Chonburi and Rayong provinces where the lively and colorful tourism is full with banana boats, jet skis and paragliding while Chanthaburi and Trat provinces are peaceful, concentrate on ecotourism that aims to be environmentally-friendly without jet skis, banana boats and paragliding. The ecotourism activities such as coral reef conservation, artificial reefs and community-based tourism can be found in these provinces (Anucha Thianchai, interview, May 22, 2014; Niwet Hansarmuth, interview, July 18, 2014; Nopparat Chomchoei, interview, June 6, 2014; Sucheep Phanchan, focus group discussion, May 12, 2014; Woranit Kayaras, interview, June 4, 2014).

5.2.3 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016

5.2.3.1 Chonburi Province

The past performance and the prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 can be determined as follows:

1) Economic benefits. Pattaya is the most important international tourist city and the largest hub of seaside accommodation in Thailand – with rapid growth in number of tourists, accommodation and entertaining attractions – as it is located not far from Bangkok, the capital city of the country. Its economy has been mainly driven by tourism, especially by tourists from foreign countries. In the

past decade, there was a sharp increase in investment in realty property such as hotels, condominiums, and housing estates to accommodate visitors. Particularly, in the past five years, the rapid growth of Pattaya was sped-up by the private sector in tourist attractions investments, which lead to an increase in trade, employment, income, and immigration of manpower in small enterprises e.g. on-the-beach food vendors, picnic facilities service providers, and even self-employed foot and body massagers. Nevertheless, the tourism evidently created employment and income for local people but just only meager public interest goes to its local communities since most of them are merely employees of the enterprises relating to tourism.

2) Social and cultural impacts. Pattaya has become a well-known tourist city of Thailand and the world for over 30 years. Mr. Phisarn Rattanapani, acting for Director of the Art and Culture, Office of Pattaya City said "It was the name "Pattaya" that introduced Thailand worldwide" (Phisarn Rattanapani, interview, April 4, 2014). Though tourism has brought prosperity to the area, it seemed to be an overwhelming intrusion of prosperity so that its communities could not take advantage of and control it in time. Thus, tourism in Pattaya grew disorderly and lacked proper management. Eventually it was ruined with more and more social problems: traffic congestion, population congestion, crimes, snatch and run stealing and pickpocketing, gambling, prostitution, narcotics, and single Thai moms' babies who were accidentally born from relationships with insincere long-stay foreign tourist fathers. A local people said "Most foreign tourists come to Pattaya for two reasons: nighttime entertainment place and beach while natural tourism is something else. …nighttime entertainment place, night bar, prostitution, and mafia affairs seem to be the image of Pattaya (Anonymous Interviewee, interview, March 8, 2014).

Part of the aforesaid interviews is caused by inefficient law enforcement and the problem of influential persons and interest groups while the relevant government officers cannot do anything. When people violate regulations, the police seldom arrests but receives bribes instead. There are some benefits added from foreigners opening businesses which compete with Thai people such as restaurants, package-tour sales booths, etc. Tourism creates a materialistic prosperity and in the meantime it brings along the wrong mindset to people like selfishness and the dominance of personal benefit without moral and ethical conscience. Some

foreign tourists, especially the Russian gangsters, often look down on Thais; they run mafia-like affairs and gradually take over Thai firms. On the other hand, bad Thai service providers take advantage from innocent foreign tourists by overcharging rental rates for speedboats, jet skis, on-the-beach picnic facilities and whatever amusements as well as penalty charge for their defects previously done by cunning renters.

However, the Office of Pattaya City and the Chonburi Governor's Office have to find a way to develop and solve such problems together with relevant organizations on traffic control, public utility systems, and security. The master plan for traffic management and the project for raw water resources development to solve water supply shortages have been set up as well as the establishment of a one-stop-service center (tel. 1337) for 24-hour recording of messages about tourist's accidents and emergencies or rescue requests.

For the cultural impacts, it was found that the culture and way of life in communities have been impacted by the rapid growth of tourism in Pattaya due to its high popularity with foreign tourists. This causes the encroachment of various overseas cultures that makes Pattaya a cosmopolitan city, which changes from time to time due to visiting foreigners' fashions. As a matter of fact, Pattaya has been mostly influenced by western cultures and it is obvious that almost all original Thai culture and native daily life have disappeared.

The Designated Areas for Sustainable Tourism Administration (DASTA) is an independent public organization that plays an important role in versatile potential reinforcement of Pattaya, especially the infrastructure, waste disposal, wastewater treatments, and traffic control. The main activity performed by the Designated Areas for Sustainable Tourism Administration is the joint traffic troubleshooting master plan actually under advisement. Furthermore, it is also the central administration unit that coordinates with other relevant organizations for traffic order. If this succeeds, it will be also advantageous to the communities in Pattaya's suburbs.

In addition, the Designated Areas for Sustainable Tourism Administration also plays another role in maintaining the communities' culture and way of life in the vicinities. Exactly, this will provide overall tourism-based benefits to communities in Pattaya's suburbs. Ms. Jaraspim Dhiralaksh, Managing Director,

Designated Areas for Sustainable Tourism Administration, Area 1 (Koh Chang Islands and Related Areas), said “It is too late to solve Pattaya’s problems. Part of the founding of the DASTA Office of Pataya City and Vicinity is to provide the neighboring communities with some benefits gained from tourism” (Jaraspim Dhiralaksh, interview, June 5, 2014). The sample communities which the Designated Areas for Sustainable Tourism Administration has performed operations in are including Khao Chi Chan, Bang Lamung, and Nong Prue communities.

3) Natural resources and environmental impacts. According to this study, it was found that the natural resources and the environment of Pattaya have drastically changed from its original conditions a decade ago. This was caused by the overexploitation of natural resources so that the tourist attractions cannot cope with consequent problems: waste disposals, wastewater treatments, air pollution control, and shortage of water supply, especially during the high season of tourism of the year. Mr. Phisarn Rattanapani, acting for Director of the Art and Culture, Office of Pattaya City stated “Waste disposal is one of the outstanding problems to be urgently rectified. At present, Pattaya produces 450 to 500 tons of waste a day. Waste disposal through landfill becomes impracticable nowadays due to the limit in dump space. If no new waste disposal technology is applied or no new waste dump site is available the waste will certainly be excessive within a few years from now and, of course, immense damage to tourism will incur” (Phisarn Rattanapani, interview, April 4, 2014).

The most important factor that causes the deterioration of natural resources and the environment of Pattaya is the lack of conscience of the local people and tourists. Mr. Prathan Surakitbovorn, Chief of the Chonburi Governor’s Office said "One of the missing requirements of Pattaya is conservative tourism management. Most tourists are not so disciplined, for example, they carelessly destroy natural resources such as coral reefs around Larn island” (Prathan Surakitbovorn, interview, April 4, 2014). In view of environmental problems, the Office of Pattaya City has been overburdened for quite a long time by waste and wastewater management mainly coming from hotels. Some entrepreneurs think that the duty of the Office of Pattaya City is to dispose the waste since they regularly pay the disposal fee. In fact, such fee is not costly at all. In the case of Larn island, the waste collected

therefrom has to be routinely transported and disposed inland. Moreover, traffic congestion is frequently met during festivals and fairs organized for the purpose of tourism promotion. Also, seawater pollution due to the scattering of engine lubricant spills on the seawater surface, which leaks from the engines of Pattaya - Larn island ferryboats as well as those of the seaside amusement attractions, such as speedboats, jet skis, and banana boats, is another waste to be incessantly collected and disposed.

In addition, construction of all structures causes impacts on natural resources, for instances, the existing enterprises on both sides of the Walking Street in North Pattaya come from filling up the beach. Moreover, the sandy areas of North Pattaya is currently very much disappearing compared to its original size. Since, it is obvious that the construction of buildings that obstructs the natural seawater flow diverts the direction of seawater and sweeps sand out of the beaches. The construction of Laem Chabang Seaport is also an important factor in depriving the beaches of North Pattaya. Furthermore, there are man-made tourist attractions such as the Ocean Marina and entertainment places on Walking Street that contribute to the change in direction of the seawater flow. To recover the beaches for the benefit of the public, the Office of Pattaya City, the Marine Department, and the relevant organizations in the area are planning to do the landfill in line with the existing coastline.

Together with the relevant government organizations in the area, the Designated Areas for Sustainable Tourism Administration has been involved in the rehabilitation and mitigation of deteriorated natural resources and the environment: conscious inculcation of local people and entrepreneurs on Larn island to conserve nature; campaign for low-carbon tourism by reducing energy consumption; adequate preparation of food for each meal in order to have no cooked food waste and reduction of cooking oil for each meal; water saving campaign; energy saving campaign for entrepreneurs by using energy saving electric bulbs and fluorescent lamps, scheduling the daily on-off periods of air conditioners; availability of wastewater treatment, and sorting of waste before disposal. The Designated Areas for Sustainable Tourism Administration has also jointly cooperated with the Marine Department to organize the onboard safety trainings for ferryboat owners and captains

according to navigation standards, whereas civic duty on environmental responsibility was added too.

4) Participation of local community and civil society. According to the study, the researcher has found that the communities and civil societies trivially participate in tourism development i.e. although project plans affecting communities, such as parking areas, are made for public hearings of local stakeholders, most of the projects or any solutions are at the discretion of the Office of Pattaya City. Ms. Rojjana Archsong, a community committee member stated “The community committee acts as the villagers’ spokesperson. We propose communities issues to the Office of Pattaya City to be considered in community development. The community committee has developed and solved everything for the communities not only tourism, for example, waste disposal, damaged walkways, snatch and run thieving, etc. Anyway, the most discontented feeling is that our voice is too soft for its hearing; there are not any responses to our requests, not at all” (Rojjana Archsong, interview, March 8, 2014).

Also, the study indicated that local people rarely participate in tourism activities. They are, on the beach for Thai and foreign tourists, merely daily employees of entrepreneurs while some of them are independent massagers, food vendors or picnic facilities service providers. Rapid growth turns Pattaya into cosmopolitan community. This makes Thai culture and original ways of living of the local people gradually vanish and eventually changes to westernization.

Anyway, there are eight areas with tourism potential, culture and original ways of living in the suburb of Pattaya City which are under the supervision of the local administrative organizations. It is the Designated Areas for Sustainable Tourism Administration that gives a helping hand to them and makes them into community-based tourist attractions. For examples, Bang Lamung Fishery Community for occupational tourism, Nong Prue Muslim Community for cultural tourism, and Huai Yai Ban Chak Ngaew for Chinese cultural tourism. Some activities done by the Designated Areas for Sustainable Tourism Administration which can be taken as examples are: introducing local people in communities to preliminary sustainable tourism regardless of economic parameters but social, cultural, natural resources and environmental significances, which will later back up the communities’

economy in the future; introducing the utilization of resources and the conscious inculcation of natural resources conservation; contributing to the management of the body of knowledge in tourism of communities; pointing out the potentials and values of local wisdom and introducing to the communities how to present them to tourists such as in demonstrations of making fishing nets, making traditional wicker work and folk basket work, etc.

5) Participation and performance of the private Sector. Pattaya not only has world-renowned beaches but also has private sector's tourist attractions. Private enterprises are intimately put together through their representatives who attend a seminar on Chonburi Province and Pattaya City development planning. Most of them propose marketing plans for tourism promotion and vigorously contribute in organizing the tourism promotion expositions because income and profit are their incentive. However, once the researcher inquired some of them about their contribution or viewpoints on tourism development aiming at sustention, the answer was that they are rarely involved. The government sector, therefore, plays an important role in planning and executing tourism development projects.

The private sector, however, realizes the accumulation of problems incurred by tourism in Pattaya; it also tries to solve them together with relevant government organizations in the area. An outstanding example of such cooperation is the private sector contribute to the management of parking areas for public buses on the road next to the beach for passengers' safety. In addition, the Pattaya Business and Tourism Association is ready to cooperate with the government sector in transferring sustainable tourism knowledge to the local people, so that in the future tourism-based benefits in Pattaya would yield more direct benefits to local people and their children.

For the performance of the private sector, in terms of environmentally-friendly activities performed by private enterprises, it is obvious that most high-rise hotels run by foreign investors have service chains worldwide, aiming at international standards certifications, and as most of the Pattaya Business and Tourism Association's member are medium enterprises, so their attempts for certification are under process. In the meantime, their awakenings to environmental conservation are various. Few enterprises that have good internal waste management

by waste sorting for disposal and cooperating with government sector's environmental projects and participating in the Green Leaf Foundation – a high standard certification of Thailand to develop their own transaction standards.

The Designated Areas for Sustainable Tourism Administration campaign for the pilot environmentally-friendly project on Larn island, highlighting low-carbon emission tourism using techniques such as: pre-sorting waste disposal; pre-treatment of wastewater through septic tank with grease trap before disposal to natural water resources; reuse of treated water such as the reuse of condensed water from air conditioning for plant watering; reduction of power consumption by using energy-saving light bulbs; scheduling the air conditioning working hours, etc.

6) Tourists' opinions toward tourist attractions. The researcher, through the questionnaire, collected information from tourists on their visits to North Pattaya beach and Jomtien beach of South Pattaya during March and April 2014. The correspondents were 99 whereas 49 were Thais and 50 were foreigners.

The overall opinions of Thai tourists on Pattaya, through best impression averaging, can be itemized as follows: Pattaya is an attractive tourist attraction; tourism creates new experiences; local people are friendly; tourist information is easily accessible; direction signs make the travels easier; and traveling around is safe. For what is to be improved, there are: rehabilitation of nature at the tourist attractions; beach cleaning supervision as well as intown air pollution control should be more rigorously performed; local products and souvenirs should be more various; and local culture should be more presented to tourists. The details are shown in Appendix A in Table A1.

The overall opinions of overseas tourists on Pattaya, through best impression averaging, can be itemized as follows: Pattaya is a tourist attraction with welcome-minded natives; local food and local products are impressive; and the quality of accommodation is good. It should improve the rehabilitation of nature at the tourist attractions; beach cleaning supervision as well as urban air pollution control; more detailed information on tourist attractions; direction signs should be improved for easy understanding and travel safety; and increase of security measures at tourist attractions. The details are shown in Appendix A in Table A2.

The tourists on Pattaya beach gave their suggestions corresponding to sustainable tourism development as follows:

(1) Natural conservation and environmental maintenance at tourist attractions. Practical discipline for national people should be thoroughly provided; fostering local people to help each other in the protection of nature and public cleaning while tourists should travel consciously keeping in mind environmental conservation; law enforcement should be implemented strictly; hoteliers, restaurants, food shops, and stalls owners should sort their wastes and improve their wastewater treatment; relevant government organizations should increase the number of public trashes from place to place; more roadside trees should be planted to increase green areas; inducing all citizens to realize the usefulness of the protection and conservation of nature; and educating the local people and the tourists on how they can simply contribute more to the conservation of nature and the maintenance of the environment.

(2) Reinforcement and conservation of local culture. Fostering local people to love their homeland and their local culture, succeed and transfer it to their children; local and cultural products should be introduced to tourists; and forming folk play or dance clubs for shows. In the meantime, tourists should pay respect to the culture of the tourist attractions.

(3) Infrastructure, facility development and security. The number of police officers and security guards should be increased; traffic law should be strictly and equally implemented; road surface should be upgraded and channels of traffic flow should be increased, especially in traffic congestion areas during long weekends and festivals; more traffic police officers should be on duty at junctions with traffic jams; public facilities should be developed both in quality and quantity such as public restrooms and air-conditioned omnibuses; and stalls on the beaches should be rearranged to be in better order.

(4) Service Staff and Service Quality. The number of officers at tourist information centers should be increased; service officers should voluntarily and willingly be service-minded and with virtue and ethic, moreover they should precisely know information about tourist places in the area; and tourism

personnel and officers should be well trained to have a good skill of foreign languages.

The past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 and the strategic measures/recommendations for implementation can be seen in Table 5.22

Table 5.22 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Chonburi Province and the Strategic Measures/ Recommendations for Implementation

Issues	Findings	Strategic Measures/ Recommendations
Economic benefits	Pattaya's economy has been mainly driven by tourism. Tourism has caused investment in real estate such as hotels, condominiums, and housing estates. Tourism has generated employment and income for local people. Non-registered population and foreign workers from neighboring countries move to work as employees in enterprises associated with tourism or run their own small businesses. Even though tourism generates employment and income for local people, local people still do not benefit much since most of them are merely employees of enterprises relating to tourism.	Since Pattaya has been popular for a long time and tourism grows too fast to control. There is no traditional lifestyle of local people left. Thus, the researcher would like to propose strategic measures for redistributing income and benefits from tourism to local communities in the suburbs of Pattaya City as follows: 1. Publicize and promote community-based tourist attractions in the suburbs of Pattaya City such as Khao Chi Chan, Bang Lamung, Nong Prue, Huai Yai Ban Chak Ngaew communities, etc. 2. Link local products originated from communities in the suburbs of Pattaya City to enterprises.

Table 5.22 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
		3. Hold local food and local products exhibitions in tourism promotion events such as the Colors of the East Festival, Pattaya Music Festival, International Fireworks Festival, etc.
Social and cultural impacts	Social impacts: Tourism has caused many accumulated problems such as traffic congestion, population congestion, crimes, snatch and run thieving, pickpocketing, gambling, prostitution, narcotics, and orphans. Influential persons and interest groups allow foreigners to do business that compete with Thai people. Moreover, some foreign tourists, especially the Russian gangsters, often look down on Thais. They do business that takes advantage of local people while bad Thai service providers take advantages of innocent foreign tourists. Cultural impacts: Tourism has caused the influx of foreign cultures. Presently, Pattaya has been mostly influenced by western culture. It is obvious that almost all original Thai culture and native daily life have disappeared.	1. Enforce relevant laws and regulations such as criminal law, traffic regulations, and entertainment business control law strictly and punish offenders accordingly. 2. Enforce stronger laws and regulations on Thai people's occupation protection. 3. Reorganize tourism attractions and control the zone of declining areas not to spread out. 4. Allow local people to work as surveillance network agents and notify the causes and problems arising from tourism to tourist police or related organizations. 5. Add shows relating to Thai traditions and culture along with holding local food and local products exhibitions in tourism promotion events such as the Colors of the East Festival, Pattaya Music Festival, International Fireworks Festival, etc.

Table 5.22 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Natural resources and environmental impacts	Tourism has caused the overexploitation of natural resources. The consequent problems are waste disposal, wastewater treatment, air pollution, traffic congestion, oil spillage, and water supply shortages, especially during the high season of tourism. Construction in the area impacts natural resources. The construction of some enterprises at the Walking Street obstructs the natural seawater flow and diverts the direction of seawater and sweeps sand from North Pattaya beaches which gradually disappear.	1. Enforce relevant laws and regulations such as environmental laws and building construction and renovation law strictly and punish offenders accordingly. 2. Support and develop the enterprises' environmentally-friendly operation. 3. Hold activities for local community development such as activity to clean up and reorganize communities, activity to develop rules to be regulations of community, etc.
Participation of local community and civil society	Local communities and civil societies have very low participation in developing and managing tourism. Local communities have opportunities to propose their needs or opinions through the village's civil societies or through the public hearings. Communities' leaders act as the voice of villagers. However, the Office of Pattaya City is the highest authority to implement projects and solve problems.	1. Hold training to educate and increase the potential of local communities on sustainable tourism and other related subjects such as community-based tourism, good hosting and hospitality to tourists, etc. 2. Appoint a community committee to develop tourism in the tourist attractions and participate in planning, implementing, monitoring, and evaluation of the government organizations'operations at both provincial and local levels.

Table 5.22 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
		3. The Office of Pattaya City should regard the importance of the participation of local communities on sustainable tourism development, sincerely solve problems and should make an effort to implement development projects to meet the needs of local people.
Participation and performance of the private sector	Representatives of the private sector attend meetings on Chonburi and Pattaya City development planning. However, the private sector has low participation in sustainable tourism development. The government sector is the highest authority which plans, takes decisions and implements tourism development projects. However, the private sector holds activities to solve problems in Pattaya. An example of some activities is the traffic management of parking areas for public buses on the road for safety of passengers. For the performance of the private sector, most members of the Pattaya Business and Tourism Association are medium enterprises. The cooperation in environmentally-friendly activities varies from its awareness. No enterprise has	1. Hold training to educate entrepreneurs on sustainable tourism. 2. Educate entrepreneurs and build their awareness of environmental protection. 3. Allow the private sector to participate in planning, implementing, monitoring, and evaluation of the government organizations' operations at both provincial and local levels. 4. The Office of Pattaya City should regard the importance of the participation of the private sector on sustainable tourism development, sincerely solve problems and should make an effort to implement development projects to meet the needs of the private sector.

Table 5.22 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
	been certified with environmental management system certifications. There are few enterprises attending the projects of the Green Leaf Foundation.	5. Support and develop the enterprises' environmentally-friendly operation.
Tourists' opinions toward tourism in Pattaya	It should improve the rehabilitation of nature at tourist attractions, the cleanliness of beaches as well as air pollution control. It should improve waste disposal, wastewater systems as well as security systems, organize traffic control, provide more information on tourist attractions, improve direction signs for easy understanding and travel safety, increase the variety of local products and souvenirs, and more traditional culture presentation.	1. Develop the environment, infrastructure, public utilities and supportive factors for tourism. 2. Add shows relating to Thai traditions and culture along with holding local food and local products exhibitions in tourism promotion events such as the Colors of the East Festival, Pattaya Music Festival, International Fireworks Festival, etc.

5.2.3.2 Rayong Province

The past performance and the prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 can be determined as follows:

1) Economic benefits. Tourism on Samed island has created employment and income for people living in the communities. On the other hand, it has changed the villagers' occupation from fishery to tourism-based services by which they have earned more living from being employed by owners of resorts, accommodation, restaurants and food shops, as well as other on-the-beach servicing careers: cloth and ornament venues, foot and body massages, portrait painting, and snack and drink venues. The existing fishery is just a small scale one, aiming at marine products supplied to resorts, accommodation, restaurants, and food shops or

stalls on the island. Tourism has induced investment for construction of a great deal of resorts and accommodation and has brought along civilization and infrastructure such as a ring road and a renewed marina. Immigration of labor forces from all parts of the country and neighboring countries, especially Cambodia, have increasingly come to the island. However, only little benefits and income from tourism reach the local people since most of them are merely employees of enterprises relating to tourism.

2) Social and cultural impacts. Samed island is the most famous marine tourist attraction in Rayong. A decade ago before tourism on this island became popular, tourism-based services were run by local people and keeping their own way of life. Small cabins were built to serve tourists, but when the tourism on the island boomed the local people started transferring their rights of lands rental to investors and reserved only small pieces of land for their residences and small businesses such as groceries and food shops. Finally, fishermen turned to be vendors since fishery was not their main source of income anymore. Most of them became employees in resorts, accommodation and food shops while the rest became employed fishermen on small fishery businessmen's ships. It is obvious that the way of living of local people on the island has changed almost completely. In addition, tourism makes their original traditions and culture fade away. Ms. Sulawan Phetnakhorn, Plan and Policy Analyst, Phe Sub-district Administrative Organization stated "It is true that tourism has made traditions fade away e.g. Loi Krathong Festival, the olden festival held on full moon night, usually in November or the twelfth lunar month, to apologize to the goddess of the river for polluting it in the past year, although the Phe Sub-district Administrative Organization required this get-together activity held at a Buddhist temple to survive, it was not successful because each resort entrepreneur tried their best to draw tourists to their resorts tempting them with beach activities just like a night party. So it seems that the temple festival and the religious rites are less important because of tourism" (Sulawan Phetnakhorn, interview, November 7, 2014).

Recently, Samed island got a budget for the renewal of the marina and the island's ring road to facilitate tourists. The first priority of the government organizations should have been done before materialistic civilization arrived and caused troubles which became difficult to solve e.g. management of tourist shuffle speedboats on the sea shore and at bays in order for the Khao Leam Ya

- Moo Koh Samed National Park to be able to fully collect entrance fee from tourists; adequate control of the number of rent cars, minibuses, and motorbikes on the island to avoid traffic congestion; and eradication of the automated transfer vehicles (ATV) should have been done since this type of vehicle is not suitable for concrete road surfaces and may easily endanger the drivers themselves and/or cause accidents to those who are using the island's ring road.

Tourism on the island can be deemed safe enough without crimes or snatch and run thieving but some minor thefts of tourists' belongings left on the shore while they are swimming nearby still happen. Drug addicts are often arrested in entertainment places, pubs and bars located on open beaches, such as Sai Kaew beach and Pai bay. However, the situation is still under control.

3) Natural resources and environmental impacts. According to the study, the researcher has found that tourism caused changes in natural resources and the environment. Some forest areas were destroyed for the construction of resorts, accommodation and structures. Corals were damaged by anchorage to facilitate tourist divers. Outstanding changes are caused by the construction of structures and accommodation, and by the wastewater disposal into nature and the excess of waste during the tourist high season. These spoiled the island environmental conditions as it has very limited area for waste disposal.

A big change in the ecosystem of Samed island incurred during the past decade due to rapid growth of accommodation and lack of proper control and planning i.e. they were not matched with the natural surroundings and even landscape destruction, for instance, construction of three or four floors accommodation is illegal according to the National Park regulations. Such problems have incurred because the island's area is overlapping area under the responsibilities of three government organizations: the Treasury Department, the Khao Leam Ya - Moo Koh Samed National Park, and the Phe Sub-district Administrative Organization. The overlap of the area has caused conflicts in legal enforcement or regulations i.e. high rise buildings can be constructed on the land of the Treasury Department only if they comply with the Building Control Acts while the Khao Leam Ya - Moo Koh Samed National Park cannot administer or control anything with those three or four floors accommodation which is legal by the regulations of the Treasury Department. If such

construction is still going on, it could affect the sustainability of tourism on Samed island in the future.

Two main government organizations are responsible for the conservation and rehabilitation of natural resources and the environment: the Khao Leam Ya - Moo Koh Samed National Park, and the Department of Marine and Coastal Resources. Both organizations regularly organize activities together with related organizations for natural resources and environmental conservation and rehabilitation: embankment of artificial coral reefs; beach cleaning; and underwater waste collection. Furthermore, officers of the Khao Leam Ya - Moo Koh Samed National Park also raise the environmental awareness of local people in communities, entrepreneurs and on-the-beach vendors so they participate in environmental protection and campaigns for using natural materials such as using sugarcane bagasse food containers in lieu of foam or plastic ones, advising tattoo artists to bring along with them small plastic bags to avoid tattoo ink being spilled on the beaches, etc.

4) Participation of local community and civil society. According to the study, the researcher has found that communities on Samed island take part a little in tourism development and management even though they have organized meetings to set up self-development strategic planning, mentored by officers from the Phe Sub-district Administrative Organization. The strategic issue relating to tourism development is one of the other strategic issues proposed by the communities but the projects are not very effective due to lack of budget and contradictions in government regulations.

Samed island has no community-based tourist attraction but a community-based enterprise which seems to be an energetic community. It materially supports sustainable tourism. Three Samed island community-based enterprise groups take separate responsibilities for the cleaning management, the bioextract production for wastewater treatment, and the reuse and recycling of wastes.

Ms. Chanchira Sangsuwan, Chairman of the Samed Island Community-based Enterprise related a story of the origin of the enterprise that both the villagers and the entrepreneurs formerly got together to solve problems in the communities, mostly affected by tourism: waste and wastewater are directly disposed by enterprises. Thus, the purpose of forming a community-based enterprise is to

legally obtain financial supports from relevant organizations for equipment and plants. The informant also added “Tourism is an issue which communities must pay attention to. If communities do not pay attention to tourism, it won’t be able to proceed anything – kind of like a suicide. It should make sure to know what problems are incurring and then help each other to solve them in order to maintain tourism” (Chanchira Sangsuwan, interview, November 22, 2014).

The initiative of holistic waste and wastewater treatment was originated from the interviewee’s family – her grandparents – who own an enterprise there, named “White Sand Resort”. Ms. Chanchira Sangsuwan learned how to produce bioextract via the internet and followed the instruction by fermenting the remnants of food and used the garbage as fertilizer in her resort. Later, other entrepreneurs in the vicinity started being interested in this and finally shared the knowledge with each other. Many of them could do bioextract themselves while those who had no potential to do that would bring their food remnants, fruit and vegetable remainders, and molasses to her place for making bioextract. This event ran for a certain period until it became a mutual service. On the subject of recycled waste, the resort operators segregate the different types of wastes. Some resorts promote recycling to employees by letting them receive additional income from the segregated waste they sold. For this is to encourage the employees to help develop the communities together.

Moreover, there are activities that the communities and the entrepreneurs jointly performed: beach cleaning, reef brushing, school development, marina cleaning, etc. which are mostly done on public holidays of the year such as the King’s and the Queen’s birthdays, Children’s Day, Songkran Festival, World Environment Day, and Makha Bucha Day which is the day Lord Buddha got the Enlightenment on the full moon day of the sixth lunar month of the year.

5) Participation and performance of the private sector. According to the interview with Mr. Chairat Trirattanajarasporn, Chairman of the Rayong Tourist Association, the researcher has found that the private tourism sector in Rayong province is strong enough at a certain level since most of them are small and medium enterprises (SMEs) that have to take care of themselves, so if any activity or meeting yields no benefits to them, they won’t participate because it will

cause loss of time and money from the operations. However, the association has monthly meetings throughout the year with good cooperation of members. Recently, the association received financial support from the government to organize a roundtable talk and a road show on Rayong tourism. This indicates the cooperation and the unity among the members since the association reasonably allocate benefits to all members. Moreover, the association holds activities for sustainable tourism promotion such as forestation, beach cleaning, reef brushing, marina cleaning, road shows and study tours to community-based tourist attractions and cultural tourist attractions at the Prasae Estuary community, old market, old temple, ancient town, etc.

In the strategic planning of tourism development at provincial level, the private sector is invited to jointly set up the plan too, but the private sector play just a few roles in this since the plan and the strategy have already been done by the government sector at its own discretion and viewpoints. Thus, the private sector is as if a ‘rubber stamp’ in such establishments and just for acknowledging them.

For the performance of the private sector, the business of the private sector if done professionally and with huge investment, such as resorts at Prao bay where premium-class resorts are situated, will be of high quality standard with good cooperation in environmental protection, waste disposal, and wastewater treatment. However, as the majority of members of the Rayong Tourist Association are SMEs so they have to economize as much as possible and, of course, their transactions do not comply with environmentally-friendly standards. Their cooperation and conscious mind concerning environmental protection, waste sorting, and wastewater treatment are quite different from each other. According to the interview given by the Chairman of the Rayong Tourist Association, the private sector runs its business up to its asset and potential, hence to strengthen the private sector’s business the government sector should back up its performance to reach the international standards such as ISO 9000 and the Good Manufacturing Practice (GMP) certifications or even that of the Green Leaf Foundation of Thailand, which is of a very high standard and not easy for ordinary entrepreneurs to grasp on their own. The government should introduce them of the importance and the usefulness of such

certifications commencing with easy standards or projects such as food sanitation standards under the “Clean Food, Good Taste” project and so on.

6) Tourists’ opinions toward tourist attractions. The researcher, through the questionnaire, collected information from tourists on their visits to Sai Kaew beach, Wong Duean bay, and Prao bay of Samed island during November and December 2014. The correspondents were 97 whereas 58 were Thais and 39 were foreigners.

The overall opinions of Thai tourists on Samed island through best impression averaging was that it is a stimulating tourist attraction with its own unique natural beauty which suits relaxation. For what is to be improved, there are: local products and souvenirs should be more various and present local culture more. The details are shown in Appendix A in Table A3.

The overall opinions of overseas tourists on Samed island through best averaging impression was that it is a stimulating tourist attraction with its own unique beautiful nature, clean beaches, no air pollution, calm and peaceful, and suitable for relaxation; life and properties are safe; local people are hospitable; the quality of accommodation is good and the staff is able to assist and provide good services. For what is to be improved, they said local products and souvenirs should be more various. The details are shown in Appendix A in Table A4.

The tourists on Samed island gave their suggestions corresponding to sustainable tourism development as follows:

(1) Natural conservation and environmental maintenance of tourist attractions. Knowledge and understanding of natural conservation should be given to local people as well as tourists; conscious mind of natural resources and environmental protection should be taught to local people as well as tourists; sewerage should be improved and the number of trashes and bins in public areas should be increased; beach booths should be arranged in a proper manner; the vendors should avoid using plastic bottles and bags but natural-based materials for food wrapping and packaging; natural and environmental conservation laws should be strictly implemented and enforced; the number of new structures should be limited to avoid natural resources destruction; forestation should be done and some areas should be reserved for natural conservation.

(2) Reinforcement and conservation of local culture. Embedment of locality and local culture should be repeated in community members' minds in order to inherit traditions and culture from elders and pass them to their children; festivals and religious rites can develop cultural tourism for foreigners by inviting them to participate in related activities; schoolboys and schoolgirls should perform their classical shows at resorts in the locality; homestay services should be more promoted in order for tourists to experience the way local people are living; local-made souvenirs and products should be provided at resorts; encouraging entrepreneurs to employ more local people; and printed matters like tourism pamphlets, posters and cutouts should be produced and distributed more in order to inform and disseminate the local culture and traditions.

(3) Infrastructure, facility and security development. Tourism officers of the tourist service center should be added in order to provide information and services to foreign tourists; lifeguards should learn more in order to be able to effectively rescue tourists or give first aid to them in case of drowning or injuries by poisonous aquatic life; the number of lifesavers at observation points as well as night patrol units should be increased; life vests and buoys should be provided sufficiently; and land traffic regulations, helmet wearing of motorbike drivers as well as motorbike speed limit should be strictly implemented.

(4) Service Staff and Service Quality. Service training for staff should be regularly organized to develop their service-mind, have a good knowledge of tourist places in the area, and better proficiency in spoken English. Accommodation standards and ferryboats should be upgraded.

The past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 and the strategic measures/recommendations for implementation can be seen in Table 5.23

Table 5.23 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Rayong Province and the Strategic Measures/ Recommendations for Implementation

Issues	Findings	Strategic Measures/ Recommendations
Economic benefits	Tourism has changed the villagers' occupation from fishery to tourism-based services such as being an employee of enterprises which provide them with a better living than before as well as other on-the-beach servicing careers as of now. Non-registered population and foreign workers from neighboring countries move to work. Moreover, tourism has induced investment for the construction of resorts and accommodation and has brought along civilization and infrastructure. However, local people do not benefit much from tourism since most of them works for tourism-related enterprises.	1. Special support for local people to run their own tourist related businesses. 2. Hold vocational or work skill training for tourism enterprises such as spa and Thai massage, sales training, customer service, etc. 3. Provide functional training areas in hotels or resorts, such as customer greeting, telephone conversation, booking system, etc. 4. Encourage the enterprises to employ local people. 5. Link local products such as agricultural products from the main land and fishery products from Samed island to the enterprises. 6. Establish a selling center for OTOP products and other interesting products of local communities and province in the tourist areas.

Table 5.23 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Social and cultural impacts	Social impacts: Tourism on Samed island can be described as safe without crimes or snatch and run thievery. However, there are still some thefts of tourists' belongings left on the shore while they are swimming nearby. The situation of entertainment places, pubs, bars and drug addiction is still under control. Cultural impacts: Tourism has changed the way of life and culture of local communities. When communities became well-known places as tourist attractions local people had to sell their land to wealthy investors and businessmen. Local people had to change their career from fishery to be employees of enterprises or start their own small businesses on the beach. In addition, tourism fades away the original traditions and local culture. Buddhist temple where used to be the communities'center slowly becomes less and less important.	1. Enforce relevant laws and regulations such as criminal law and entertainment business control law strictly and punish offenders accordingly. 2. Allow local people to work as surveillance network agents and notify the causes and problems arising from tourism to tourist police or related organizations. 3. Promote participation of local communities and entrepreneurs in presenting Thai traditions and culture to tourists. 4. Promote community–based tourism to local communities.
Natural resources and environmental impacts	Tourism has changed the natural resources and the environment. Some forest areas have been destroyed to construct resorts, accommodation and structures. Corals were damaged by dropping anchors to facilitate tourist diving.	1. Enforce relevant laws and regulations such as environment law and building construction and renovation law strictly and punish offenders accordingly.

Table 5.23 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
	Some constructions that are not matching with the surrounding nature have destroyed the landscape. Moreover, tourism has generated a lot of waste and wastewater especially during the high season of tourism.	2. Support and develop the enterprises' environmentally-friendly operation. 3. Hold activities for local community development such as activity to clean up and reorganize communities, activity to develop rules to be regulations of community, etc.
Participation of local community and civil society	Local communities and civil societies on Samed island have prepared plan and projects to develop their communities by themselves. However, only a few projects relating to tourism development and environmental development could be implemented because of budget shortages. There is a community-based enterprise which is an energetic group supporting sustainable tourism by solving waste and wastewater problems caused by tourism.	1. Hold training to educate and increase the potential of local communities on sustainable tourism and other related subjects such as community-based tourism, good hosting and hospitality to tourists, etc. 2. Appoint a community committee to develop tourism in the tourist attractions and participate in planning, implementing, monitoring, and evaluation of the government organizations' operations at both provincial and local levels. 3. Increase the role of the local administrative organizations to enhance the participation of the local communities in tourist attractions.

Table 5.23 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Participation and performance of the private sector	The private sector is invited to jointly set up the provincial development plan but the private sector plays just a few roles since the plan and projects have already been done by the government sector at its own discretion and viewpoints. Thus, the private sector is just involved to acknowledge the plan. However, the entrepreneurs on Samed island usually hold activities concerned with public areas' development such as cleaning beaches, brushing the reefs and cleaning the marina. For the performance of the private sector, most members of the Rayong Tourist Association are SMEs which have limited budget resource. Their cooperation and conscious mind of environmental protection, waste sorting, and wastewater treatment are quite different. The international standards such as ISO 9000 and GMP certifications or even standard of Green Leaf Foundation are not easy for ordinary entrepreneurs to grasp it by their own.	1. Hold training to educate entrepreneurs on sustainable tourism. 2. Educate entrepreneurs and build their awareness of environmental protection. 3. Allow the private sector to participate in planning, implementing, monitoring, and evaluation of the government organizations'operations at both provincial and local levels. 4. Increase the role of the local administrative organizations to enhance the participation of enterprises in tourist attractions. 5. Support and develop the enterprises' environmentally-friendly operation.

Table 5.23 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Tourists' opinions toward tourism on Samed island	Waste disposal and wastewater systems should be improved, the number of buildings should be under control, and beach shops and canvas tents should be reorganized. The number of security units on the beaches and night patrol units should be added up. The variety of local products and souvenirs should be increased, and more traditional culture should be presented to tourists.	1. Develop the environment, infrastructure, public utilities and supportive factors for tourism. 2. Promote participation of local communities and entrepreneurs in presenting Thai traditions, culture, local products to tourists. 3. Establish a selling center for OTOP products and other interesting products of local communities and province in the tourist areas.

5.2.3.3 Chanthaburi Province

The past performance and the prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 can be determined as follows:

1) Economic benefits. The majority of tourists visiting Chao Lao beach, Laem Sadet beach and Kung Krabaen bay are Thais while foreign tourists are rare as they are not very aware of these places. As seen before, tourism creates investment opportunities in resorts, restaurants, food stores and stalls as well as employment and income for local people, local people get more income from selling farm products and fresh seafood. Tourists are fond of eating grilled seafood, fresh from the sea, on the beach, or taking it home for their next meal. Nevertheless, just a little public interest directly goes to the local communities since most of them are merely employees of the enterprises relating to tourism.

2) Social and cultural impacts. Laemsing beach, Chao Lao beach, Laem Sadet beach, Kung Krabaen bay and Kung Wiman bay have started becoming known by tourists 7-8 years ago. At that time, the tourism was promoted by the local people according to their means – low-cost bungalows and guest houses for

rent and food shops and stalls. The roads accessing the beaches were of lateritic concrete pavement, which were recently developed by the Department of Rural Roads into reinforced concrete pavement. Some areas of Kung Krabaen bay are fishermen's traditional villages facing with rarer marine resources due to the shoal of the coast so that their boats cannot run aground. This makes most of them quit their fishery careers and sell their residential areas to resort entrepreneurs.

When these tourist attractions became well-known, the cost of seaside land was constantly increasing. Investors and businessmen outside the area came in, so the local people had to sell their residential areas or their enterprises to the wealthy resort and hotel entrepreneurs and moved to upper land on the hills nearby to reside there and started new careers as shrimp and fish farmers. Very few of them have firm finances and still run their own small resort businesses, and food shops. It can be deemed that tourism had changed the local people's way of life. The rapid growth of tourism in this area has been obvious in the last 3-4 years. It is beyond believable given the lack of infrastructure: power and water supplies, and roads for public transportation with some areas inaccessible. Public transportation is not yet ready and the omnibus shuttle service is poor.

The construction of Chaloem Burapha Chonlathit Road by the Rural Roads Department has brought prosperity to the eastern seaboard for it reduces traffic congestion on the old Sukhumvit Road. It can be deemed as a scenic route parallel to the shoreline commencing from Khai bay, then leading to Laem Mae Pim and Laem Son beach of Rayong province to Kung Krabaen bay, Kung Wiman bay, Laem Sadet beach, Chao Lao beach, and Laemsing beach of Chanthaburi province, and finally meeting Sukhumvit Road again until Trat province. This is one of the ten dream routes promoted to tourists by the Tourism Authority of Thailand (TAT).

Traveling to Chao Lao beach, Laem Sadet beach and Kung Krabaen bay is quite safe. Based on the focus group discussion with officers of the Klongkhud Sub-district Administrative Organization and queries to waiters and waitresses as well as vendors on the beaches, the researcher has found that only a few crimes were committed like snatch and run thefts, petty thefts and robberies from tourists, resorts, minimarts and convenient stores.

3) Natural resources and environmental impacts. Chao Lao beach, Laem Sadet beach and Kung Krabaen bay are in accordance with conservative tourism. They are calm tourist attractions following the policy aim of “Chanthaburi Green City” of natural richness and limitation of noisy amusements near the beaches such as banana boats and jet skis. Noisy night entertainment places like pubs, a-go-go bars, and discotheques with multicolor flashing lights are strictly inhibited in these areas.

Tourism has caused waste and wastewater disposal, especially during the high tourist season, while natural resources and environment were somewhat spoiled. The Ministry of Natural Resources and Environment together with the Marine Department perform their tasks rather well. The Kung Krabaen Bay Royal Development Study Center under the Royal Initiative of His Majesty the King is the strength of the area that adequately slows down the growth of tourism pursuant to the concept of sustainability by means of environmental development and conservation; balance of nature and urbanism; strict natural resources administration including: no encroachment into forest areas, mangrove forest areas and beaches; wildlife sanctuary park enactments; orderly construction control – no issuance of high-rise construction license and noisy nightlife entertainment places licenses. In addition, the Kung Krabaen Bay Royal Development Study Center has become a well-known tourist attraction comprising a tourist service center, an aquarium and a natural study center for mangrove forestation. Lots of students and officers from government organizations have come there for study tours. Mr. Anucha Thianchai, President of the Chanthaburi Tourism Association and Chairman of the Chao Lao - Laemsadej Assembly stated “As the matter of fact, tourism in Chao Lao and Laem Sadet do not derive from the beauty of the beaches but His Majesty the King’s Project. The beaches are well-known because of the Kung Krabaen Bay Royal Development Study Center” (Anucha Thianchai, interview, May 22, 2014).

4) Participation of local community and civil society. According to the study, the researcher has found that the communities do not participate much in tourism development and management by means of joint establishment of the community development plan through public hearings of each community. Most of the demands of the communities are concerning public utilities

and infrastructure: water supply, power supply, and roads. The matter of tourism is not originated from the opinion of the civil societies. Due to a lack of public utilities and infrastructure, the villagers need only the basic needs for their survival. They are seldom involved with the social activities and lack awareness of public areas' maintenance and tourist attractions as well as tourist services.

Anyway, embedment of true love for their homeland should be passed on to communities' members in parallel with understanding the significance of sustainable tourism because tourism and communities should grow side by side. The Kung Krabaen Bay Royal Development Study Center has played a vital role in educating communities' members to the proper use of natural resources. The Kung Krabaen Bay Royal Development Study Center has a learning center for the 'Sufficiency Economy' philosophy by means of community-based potential development like: demonstration of fish farming in closed isolated conditions, crab banks, fishery development and coastal aquatic life culture for productivity increase. The Kung Krabaen Bay Royal Development Study Center therefore has become a supporting agency for sustainable community and tourism development – a place where tourists can take a look at nature and community's way of life. It is an opportunity for the fishing village of Kung Krabaen bay area to develop tourism by the community and establish it as a community-based tourist attraction.

5) Participation and performance of the private sector. According to this study, the researcher has found that, in the past, the Provincial Governor's Office has highlighted Chanthaburi province as a city for agriculture and gemstones but the government sector has recently recognized the importance of tourism for the last three years, thus its performance in this field is not firm enough while the private sector has had to struggle and help itself a lot. This situation made the private sector more experienced and stronger than the government sector in tourism development and management so that it can be deemed to be regarded as the leader in this field i.e. the Chanthaburi Tourism Association is the leading agency involved in planning the tourism development strategy in the provincial development plan.

The Chanthaburi Tourism Association jointly organized annual activities together with the Kung Krabaen Bay Royal Development Study Center to

support sustainable tourism, for examples, mangrove forestation; cleaning beaches by waste disposal; diving to wash corals and underwater waste disposal; making artificial corals to create fish habitats; diving training for lifeguards; training to develop the understanding of the tide, the use of boat engines and fishing motorboat speed limits; and watchdog monitoring of used lubricant disposal into the sea from fishing boats; etc. In addition, the Chanthaburi Tourism Association also recently organized its own activities: the welcome inauguration for preparedness toward the coming of the ASEAN Economic Community (AEC) and the caravan of two neighboring countries in 2013 in order to reinforce friendship between Thailand and Cambodia. In 2014, the caravan of three neighboring countries was held to reinforce friendships among Thailand, Cambodia and Vietnam as well.

For the performance of the private sector, most activities performed by the private sector in the area are of medium enterprise with family-oriented management i.e. no managerial planning, while those of corporate entrepreneurs are very rare. Thus, waste disposal is not well managed, seeing that waste and wastewater problems are often redundant during the high tourist season. No any enterprise has been awarded with an environmentally-friendly certification so far.

It is obvious that their environmentally-friendly cooperation is various, depending on each entrepreneur's potential and awareness of environmental issues. Villagers complained about the wastewater disposal of the neighboring enterprises to the Klongkhud Sub-district Administrative Organization, which with limited authority, pushed the enterprises to discuss with them the issue and requested for cooperation in waste and wastewater disposal but the responses were meager. Furthermore, some entrepreneurs expanded their structures regardless of the construction regulations – their construction is inharmonious with the surrounding nature; and some part of the expanded structures encroach into public areas and impair the local landscape and natural beauty.

6) Tourists' opinions toward tourist attractions. The researcher, through the questionnaire, collected information from tourists on their visits to Chao Lao beach, Laem Sadet beach, and Kung Krabaen bay at public beach in front of the aquarium and Laem Sadet Botanic Park during April and May 2014. The correspondents were 58 whereas 51 were Thais and 7 were foreigners.

The overall opinions of Thai tourists, through best impression averaging, can be concluded as: Chao Lao beach, Laem Sadet beach, and Kung Krabaen bay are outstanding calm and peaceful tourist attractions; beautiful nature; clean beaches; and no air pollution. For what is to be improved, there are: increase the variety of local products and souvenirs; and increase in presentation of local culture. The details are shown in Appendix A in Table A5.

The overall opinions of foreign tourists, through best impression averaging, can be concluded as Chao Lao beach, Laem Sadet beach, and Kung Krabaen bay are outstanding tourist attractions with a unique natural beauty and cordial local culture; local people are friendly; and availability of various local products and souvenirs. For what is to be improved, there are: the information about tourist attractions should be publicized for easy access to foreign tourists; direction signs should be improved for easy understanding and travel safety; more security guards should be provided in tourist attractions; staff potential, accommodation quality and service quality should be improved. The details are shown in Appendix A in Table A6.

The tourists on Chao Lao beach, Laem Sadet beach, and Kung Krabaen bay gave their suggestions corresponding to sustainable tourism development as follows:

(1) Natural conservation and environmental maintenance of tourist attractions. Natural and environmental conservation should be primarily inculcated to communities in the locality. Communities' members must help each other watch out, cooperate and behave as examples for tourists; found a natural and environmental club in the area; regulations should be clear-cut and execution should be strictly and seriously implemented according to the penalties incurred. In the meantime, tourists should consciously travel with respect to the values of tourist attractions. Green areas should be scattered all over the area. Construction of enterprises should be harmonious with the landscape and nature. Enterprises should sort their wastes and treat their wastewater before disposal into nature. Entertainment places should be limited to maintain peace and quiet of the tourist attractions.

(2) Reinforcement and conservation of local culture. Local traditions and culture should be inculcated in communities' members in order to

pass on the traditions and culture from their ancestors to their children. Vocational development clubs and associations should be founded. A community museum should be founded to demonstrate the communities' ways of life and their backgrounds. In the meantime, tourists should consciously travel with respect to the values of tourist attractions. Particularly, the government sector should reinforce the communities' potentials and reinforce the local identities and then publicize and present them to tourists to develop cultural tourism, and putting well-known fruits of the province into tourist programs.

(3) Infrastructure, facility and security development. Traffic surfaces should be maintained and repaved to ensure their performances. Completion schedule of new road constructions should be shortened to use them sooner. Public omnibus services should reach all tourist attractions. Infrastructure such as water and power supplies, including other facilities should be improved with respect to upper limits of international standards. Security measures as well as road lighting should be increased, and CCTV should be installed in dim areas or areas with possible crime risks.

(4) Service staff and service quality. Service trainings for staff should be regularly organized to enhance their service potential as well as loyalty and service mind. Also, service providers' proficiency in speaking English with foreign tourists should be developed in order to serve the number of tourists that would increase in the future. Resorts' service quality should be upgraded in accordance with international standards, routinely inspected, assessed and certified by standard institutions.

The past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 and the strategic measures/recommendations for implementation can be seen in Table 5.24

Table 5.24 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Chanthaburi Province and the Strategic Measures/ Recommendations for Implementation

Issues	Findings	Strategic Measures/ Recommendations
Economic benefits	Tourism has brought investment for the construction of accommodation and has brought along civilization, infrastructure and facilities. It has generated employment and income for local people. Local people get more income from selling local products. Even though tourism creates employment and income for local people, only little benefits and income from tourism directly goes to local communities.	1. Special support for local people to run their own tourist related businesses. 2. Hold vocational or work skill training for tourism enterprises such as spa and Thai massage, sales training, customer service, etc. 3. Provide functional training areas in hotels or resorts, such as customer greeting, telephone conversation, booking system, etc. 4. Encourage the enterprises to employ local people. 5. Link local products to the enterprises. 6. Establish a selling center for OTOP products and other interesting products of local communities and province in the tourist areas.
Social and cultural impacts	Social impacts: Travel to Chao Lao beach, Laem Sadet beach and Kung Krabaen bay is quite safe. However, there are only few crimes such as snatch and run theft, theft and robbery from resorts, minimarts and convenient stores.	1. Enforce relevant laws and regulations such as criminal law and entertainment business control law strictly and punish offenders accordingly. 2. Allow local people to work as surveillance network agents and notify the causes and problems

Table 5.24 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
	Cultural impacts: Tourism has changed the way of life and culture of local communities. Before tourism became popular, most local people were fishermen. Tourism management was done by local people. When the communities became well-known places for tourist attractions, local people sold their residential areas to resort or accommodation entrepreneurs and moved to upper land on the hills nearby to reside there and started new careers in shrimp and fish farming.	arising from tourism to tourist police or related organizations. 3. Promote participation of local communities and entrepreneurs in presenting Thai traditions and culture to tourists. 4. Promote community-based tourism to local communities.
Natural resources and environmental impacts	Tourism has caused waste and wastewater disposal problems, especially during the high tourist season. Natural resources and environment were somewhat destroyed. The Kung Krabaen Bay Royal Development Study Center under the Royal Initiative of His Majesty the King is the strength of the area that pushes the growth of tourism following the concept of sustainability by means of environmental development and conservation.	1. Enforce relevant laws and regulations such as environment law and building construction and renovation law strictly and punish offenders accordingly. 2. Support and develop the enterprises' environmentally-friendly operation. 3. Hold activities for local community development such as activity to clean up and reorganize communities, activity to develop rules to be regulations of community, etc.

Table 5.24 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Participation of local community and civil society	Local communities and civil societies do not participate much in developing and managing tourism. Communities' leaders have chances to propose their needs or opinions through the village's civil societies or through the public hearings. However, the strategic issue of tourism development is just a strategic issue that the communities are less interested in than the development of public utilities, infrastructure and quality of life. Therefore, only a few tourism development projects could be done because of budget shortages.	1.Hold training to educate and increase the potential of local communities on sustainable tourism and other related subjects such as community-based tourism, good hosting and hospitality to tourists, etc. 2.Appoint a community committee to develop tourism in the tourist attractions and participate in planning, implementing, monitoring, and evaluation of the government organizations' operations at both provincial and local levels. 3.Increase the role of the local administrative organizations to enhance the participation of the local communities in tourist attractions.
Participation and performance of the private sector	For tourism development, the private sector is stronger and has more experience than the government sector. Thus, private sector has a significant role in this field. The Chanthaburi Tourism Association is the leading agency involved in planning the tourism development strategy in the provincial development plan. Moreover, the private sector used to hold activities concerned with	1. Hold training to educate entrepreneurs on sustainable tourism. 2. Educate entrepreneurs and build their awareness of environmental protection. 3. Increase participation of the private sector in implementing, monitoring, and evaluation of the government organizations'operations at provincial level.

Table 5.24 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
	public areas' development such as mangrove forestation, cleaning beaches, diving to wash corals and underwater waste disposal, making artificial corals to create fish habitats, etc. For the performance of the private sector, most members of the Chanthaburi Tourism Association are medium enterprise with family-oriented management which has no managerial planning. Waste disposal is not well managed. No any enterprise has been awarded with an environmentally-friendly certification.	4. Allow the private sector to participate in planning, implementing, monitoring, and evaluation of the government organizations' operations at local level. 5. Increase the role of the local administrative organizations to enhance the participation of enterprises in tourist attractions. 6. Support and develop the enterprises' environmentally-friendly operation.
Tourists' opinions toward tourism in Chao Lao beach, Laem Sadet beach and Kung Krabaen bay	More information on tourist attractions should be provided, improve direction signs for easy understanding and travel safety, improve public utility system including electricity and water supply, improve security system, and develop standard of facilities. Skills and potential of staff, quality of services and accommodation should be enhanced, increase the variety of local products and souvenirs, and more traditional culture should be presented to tourists	1. Develop the environment, infrastructure, public utilities and supportive factors for tourism. 2. Promote participation of local communities and entrepreneurs in presenting Thai traditions, culture, local products to tourists. 3. Establish a selling center for OTOP products and other interesting products of local communities and province in the tourist areas.

5.2.3.4 Trat Province

The past performance and the prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 can be determined as follows:

1) Economic benefits. Tourism on Chang island has generated employment and income for communities' members, especially in the high tourist season. Tourism has induced investment and has brought prosperity to the island. The most popular spot is at the front side of the island where hotels, resorts and enterprises gathered together while the rear side is the natives' residential area. These natives are the main labor force of enterprises on the island's front side: service providers in hotels, resorts, food shops and convenience stores while the rest still earns their living from selling the fruits of their plantations. However, there are immigrations for jobs in hotels, resorts, restaurants, food shops and stalls, and also traditional Thai massage parlors run by people from the mainland, as well as those from neighboring countries – Laos and Cambodia. Although tourism generates employment and income for local people but just a little benefit from tourism goes to the local communities since most of them are merely employees of the enterprises relating to tourism.

2) Social and cultural impacts. Tourism on Chang island grew rapidly after the tsunami in 2004 in the Andaman Sea in the south of Thailand. Formerly, tourism on the island was run by local people. They built small huts for rent, roofed with nipa palm leaves and lathed walls and served tourists with fresh seafood from their fishery. It can be said that at that time tourism really benefitted the communities.

The tsunami in 2004 caused damage to nature, coastal areas and the southern tourism. More tourists, both foreigners and Thais, therefore traveled to Chang island as well as other islands in the east. Once Chang island became popular, investors and businessmen from the mainland started coming in. Land ownerships were transferred through purchasing by entrepreneurs of large hotels and resorts. Thus, the small huts for rent of small enterprises could not compete with large enterprises and finally they had to go out of business and sold their lands to coming large entrepreneurs.

Besides the boom of tourism on Chang island at that time, the entrepreneurs were luckily getting benefits from government reforms during the year 2002-2007 accordingly i.e. the new government policies providing free trade opportunities for the private sector to jointly develop the country, amendment of regulations for utilization of lands without title deeds, and amendment of regulations for loose control of hotels and entertainment transactions. The construction of hotels, resorts and enterprises related to tourism has increased rapidly over those periods. This was a good chance for entrepreneurs who preempted the lands they kept settling on utilization so that public interest of Chang island eventually belonged to them.

Chang island's tourism development at the beginning was so disorderly due to lack of good planning. Tourism apparently changed the way of life, society and culture in the communities – the front side of the island once had good-looking beaches and the sea was formerly managed by local people it is now under the management of professional businessmen from other places so that the benefits from tourism of the past changed hand from local people to new comers, and of course, the original ways of life as well as the culture have changed completely. The former residents had to move to the rear side of the island with less beach areas and less beautiful sea views. In addition, tourism also makes local people go to the Buddhist temple in the important religious days less than ever. It is due to the need to go to work to welcome tourists.

Tourisms on Chang, Kood, and Mak islands remain unchanged with their own unique calm places with natural beauty for conservative tourism i.e. jet skis, banana boats, parasail plays and night entertainment spots are prohibited. However, there is a group of foreign tourists who does not really like to take calm and conservative tours coming from Pattaya due to saturation of tourism over there. Such tourists bring along with them drug addictions and mafia businesses. Some of them opened restaurants or food stores, beer gardens and pubs by means of loopholes of laws and the selfishness of land renters, or through lawful advantages by marriage to Thais. Some foreign visitors run businesses which compete with Thais such as restaurant businesses and selling package tours for their compatriots, etc. According to the interviews, the interviewees believe that the future of tourism on Chang island will not be in the same line as Pattaya due to earlier control and preventive measures

taken by related government organizations. In addition, the bad sides of non-conservative tourism are publicized in order to get together all members of society, especially the local people, help each other, taking care of natural resources, and protecting nature through sustainable ecotourism. Moreover, there are gatherings of local people to discuss, complain, and set conditions for tourism on the island.

In terms of tourists' safety, community leaders, villagers as well as tourists unanimously expressed that tourism on Chang island is quite safe. No snatch and run theft, physical harm or killing on the island. Also, the villagers are pleased to help tourists in case of automobile mechanical problems or answering tourists' questions.

On the rear side of the island, although its beaches and sea views are not as beautiful as those of the front side – full of silt and rocks – but its natural fertility remains; it is a hilly forest area with waterfalls. The main careers for communities' members are orchard farming and fishery. A group of villagers have managed tourism in their own communities such as Ban Klong Son, Ban Salak Petch, Ban Salak Kok communities, etc. Tourists that join the tour program have a good chance to learn their traditional culture and way of life.

3) Natural resources and environmental impacts. Chang island is a well-known international tourist attraction. Both Thai and foreign tourists, especially during the high tourist season, wish to visit it. Tourism brings along civilization to the island, of course, its front side has been occupied by hotels, resorts and various enterprises so its natural aspect is rare due to deforestation and landfill into the shores.

A big problem that is hard to solve on the island is the excess of waste and wastewater from tourism, lack of town planning from the beginning, and unserious law enforcement from relevant government organizations. Traffic congestions during long weekends or tourist festivals have not been solved, including air pollution problems. Based on the study of the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), a German International Cooperation, on Climatic Protection for Tourism Sector Project in 2009, it pointed out that tourism on Chang island and neighboring areas released carbon dioxide on a higher scale than many other tourist attractions in Thailand. Such study pushed the Designated Areas

for Sustainable Tourism Administration (DASTA) to proceed into a low carbon destination for tourism in the area of Chang island and neighboring areas (Designated Areas for Sustainable Tourism Administration, 2013: 3-7). The Designated Areas for Sustainable Tourism Administration set up programs and activities for the affected areas such as construction of community waste treatment plants, construction of biogas fermentation tanks for private enterprises to use as an alternative energy, training programs for entrepreneurs and communities' members on waste sorting and use of alternative energies.

Besides the aforesaid project, the GIZ also provided programs and activities for Chang island and neighboring areas such as hotel management in accordance with environmentally-friendly policy, economical use of power and water supplies, reduction of waste, etc.

4) Participation of local community and civil society. Mr. Niwet Hansarmuth, Chief of the Strategy for Province Development Group, Trat Governor's Office, stated "Communities should be involved in all aspects of development likewise tourism development. If the communities understand the objectives of development they will be pleased to participate and the relevant government organizations will be stimulated to take action pursuant to the communities' requests. What the government authorities need to do are communication, understanding, knowledge giving and help solving problems whereas the staff at work must be dedicated and work hard. The problem today is that there is few dedicated personnel. In addition, people have little information because providing information to the public remains low" (Niwet Hansarmuth, interview, July 18, 2014).

In this study, the researcher has found that communities shared very little in terms of tourism development. They participate in setting up communities' development plan and tourism development plan through public hearings. Even though there are many community-based tourist attractions in Trat province, tourism development by communities is usually carried out by its leaders while community members still keep most of their time for earning. However, participation of communities and civil societies in tourism development is higher than other provinces in the Active Beach Tourism Cluster. In this regard, Ms. Benjawan Anpruang, the current Provincial Governor of Trat signifies participations of

communities and civil societies as well as communities' wisemen to jointly solve the problems and set the provincial development plan.

Moreover, the study has found that communities in Trat province has high potential in managing community-based tourism but lack initiative to express its potential and local wisdom into concrete objects and value added, including the lack of knowledge in management. Anyway, there are many community-based tourist attractions in Trat province such as Ban Nam Chiew, Ban Changtune, Ban Salak Kok, Ban Mairood, Ban Laem Klad communities, etc.

Based on data collection of impacts caused by tourism and community contribution in tourism development of Chang island, the researcher interviewed Ms. Patcharin Pholkat, Chairman of the Salak Kok Traditional Guide Club, Ban Salak Kok – the community situated in the area under supervision of the Koh Chang Tai Sub-district Administrative Organization. It has an outstanding image as a traditional fishery village. The interviewee related that at the beginning the village failed in all respects – gambling, alcoholism, and insolvency. It could not repay the funds for the programs supported by the government: the Poverty Elimination Program and the Voluntary Development and Self-Defense Village Program.

Ms. Patcharin Pholkat added that at first, she did not want to be a representative of the village in community development meetings due to her low level of education but she tried her best to attend the meetings. Inspired by her earnestness and literacy, she started learning the roles and the rights of communities, as well as the rights of gain and loss in land, and the rights of resources protection. Such increase of knowledge and understanding made her work for her community development easier. At present, she is also a member of the working group for Trat provincial tourism development.

Salak Kok community received a fund for community-based tourism development from the Designated Areas for Sustainable Tourism Administration (DASTA). The Designated Areas for Sustainable Tourism Administration also sent its guidance officers to instruct villagers on sustainable tourism under management and participation of community's members, how to find out the community's potential in order to show off the charms of the community to

tourists. Part of the fund was for purchasing kayaks for tourists, so they will be able to take them through a mangrove forest and watch traditional fishery, as well as other activities such as two demonstrations of classical wedding ceremonies were held, renaming the ceremony for tourist persuasion as ‘Salak Rak Salak Kok’, meaning ‘Love Engraving at Salak Kok’. The two demonstrations were successful; trendy movie stars were invited to act as the bride and the groom, joined with pair of lovers and couples of tourist. Cultural and traditional community’s plays were shown after the ceremony and served with local dishes (Designated Areas for Sustainable Tourism Administration, 2014: 10-13). This is an example of extraction of local potential and wisdom into presentation to tourists, other than public relations for reputation of Salak Kok community.

Salak Kok community has become well-known because of its tourist activities, for instances, a kayak and a sunset dinning boat for a tour of nature through a mangrove forest and demonstrating traditional fishery, presentation on sustainable tourism by community’s leaders, and buying locally made souvenirs from the One Tambon One Product (OTOP) distribution center. The community welcomes tourists almost every day throughout the year, except on few community’s development days or attending some province’s activities, which are announced through the community information center. Safe sailing for tourists is taken care of depending on weather and tide or seasonal monsoons. Due to its reputation, there are more study tour groups visiting the community – another channel of income for its development. Furthermore, the community’s cleanliness and that of Salak Kok bay are by-products derived from tourism. It is evident that local people are well disciplined; they help each other keeping their residential areas and public places in the vicinity clean, no disposal of waste to watercourse. It is the understanding from the community that if the tourist attraction is clean, tourists will come.

Figure 5.3 The Researcher on Visit at the Salak Kok Traditional Guide Club

Figure 5.4 A Kayak and a Sunset Dining Boat for Watching Nature through a Mangrove Forest and Experiencing Traditional Fishery at Salak Kok Bay

Figure 5.5 Mangrove Forest and Traditional Fishing Boats at Salak Kok Bay

Ms. Patcharin Pholkat, Chairman of the Salak Kok Traditional Guide Club, related that about seven years ago the villagers thought to do everything inclusively and greedily in order to get every penny from the visitors' wallets: OTOP production, tourist shuttle buses from and to bus terminal, and homestay service. However, today she feels so glad that they decided not to do all those, because it would be impossible for them to do so when there are more and more visiting tourists, including security work, cleaning work, waste and wastewater disposal as well, which would become problems if they could not manage those things efficiently. Presently, the community applies a network operation. They use a city suburb bus line to pick up tourists. In case the tourists need homestay services they then introduce the Salak Petch community to the tourists, which is the neighboring village. In the meantime, if tourists need to travel on water for a tour of the surrounding nature the neighboring villages would refer the tourists to the Salak Kok community. She finally emphasized that "For tourism, the communities need to know everything but they do not need to do everything" (Patcharin Pholkat, interview, June 7, 2014). Furthermore, in case she

has to contribute to any tourism fair she will also introduce the tourists to other tourist attractions in the Trat province.

The essential factor which is the heart of community-based tourism management is the cooperation and participation of all members of the community. The same interviewee said that at present only few members of Salak Kok community understand the principles of management and play their managerial roles while the majority still ignores them. Not understanding causes troubles in performances because the development of tourism in the community should go in line with the requirements of the community. Communities have to learn from past experiences and problems. They should understand the causes of problems and stand on their feet to solve them, thus the performances would be easier.

What the researcher saw and felt during the field survey to collect information was that Salak Kok village has its own standpoint; it does not get lost in fashionable tourism trends but grasps only the tourism interest for itself. Ms. Patcharin Pholkat related that Salak Kok village welcomes only qualified tourists. It is the charms of natural-care and environmentally-friendly tourism that brings along only good quality visitors to it. They are fond of traditional ways of living and are ready to exchange knowledge. Tourism did not change their way of life or made villagers doing something special to please tourists. The villagers still do their farming and fishery and have in their mind that income from tourism is just extra money. They hire boat rowers to undertake their routine duty when they go fishing but when they are vacant they row the tourist boats themselves.

It can be said that the Designated Areas for Sustainable Tourism Administration (DASTA) has played important roles in tourism potential development of the communities on Chang island: Ban Salak Kok, Ban Salak Petch, and Ban Bang Bao. In addition, it created a new career for youths on the island i.e. yacht sailor helper. Each sailor helper is trained how to sail and repair the yacht, to know types of winds and waves, and watercourses for yachting in Trat Sea. The trained yacht sailor helpers later formed a club to transfer knowledge to younger youths who love to play yachting sports. After the coming inauguration of the ASEAN Economic Community (AEC), hopefully looking forward to yachting booming in the region. Currently, yachts from Sihanoukville in Cambodia

increasingly come to Pattaya Marina. The chairpersons of the yachting club and the Designated Areas for Sustainable Tourism Administration have the same opinion that employment relating to yachting could be a promising career for the youth of the area.

5) Participation and performance of the private sector. Trat Province has strong private organizations: the Trat Tourism Industry Council and the Trat Tourism Association. Both are the key mechanisms that drive the policy and prepare the plan and strategic issues for provincial development.

For Chang island, the cooperation between the private sector and the local administrative organizations is poor. The Trat Tourism Association with the cooperation of the Designated Areas for Sustainable Tourism Administration (DASTA) and the Deutsche Gesellschaft fur Internationale Zuammenarbeit (GIZ), a German International Cooperation, have contributed to tourism development on Chang island through development planning for environmentally-friendly tourism and activities concerning public areas' development such as cleaning beaches and waste disposal programs.

For the performance of the private sector, private enterprises' transactions mainly aim at turning profits up to their investment. The performance depends on their investment potential and the public concern. Thus, the environmentally-friendly transactions are different from one another and other investments in waste sorting, wastewater treatment, and cooperation to improve environmentally-friendly executions, which require a great deal of financial support, for examples, fund for purchasing biogas fermentation tanks to reduce power consumption, installation of water saving equipment, etc. For all these, the private sector takes into account the value and payback period. International standards, ISO 9000, Good Manufacturing Practice (GMP) and Green Leaf Foundation standards are beyond the capacity of the members of the Trat Tourism Association at the moment.

The Designated Areas for Sustainable Tourism Administration is an organization playing an important part to drive the development and operations of the private sector to comply with the standards and to be environmentally-friendly. It prepares easy standards which enhances SMEs to adapt into their operations. However, hotels and resorts on Chang island are at a preliminary stage of

development. Most of them have not seriously assigned their staff to comply with the development standards.

6) Tourists' opinions toward tourist attractions. The researcher, through the questionnaire, collected information from tourists on their visits to Chang island at Sai Kaew beach and Lonely beach during June and July 2014. The correspondents were 92 whereas 36 were Thais and 56 were foreigners.

The overall opinions of Thai tourists on Chang island, through best impression averaging, can be concluded as follows: Chang island is a tourist attraction with natural beauty, air pollution-free and good for relaxation; and local people are hospitable. For what is to be improved, there are: regular beach cleaning; more presentation of local culture and local products; increase the variety of local products and souvenirs; improvement of tourist information dissemination for easy access; direction signs should be improved for easy understanding and travel safety; and increase of security measures at tourist attractions. The details are shown in Appendix A in Table A7.

The overall opinions of overseas tourists on Chang island, through best impression averaging, can be concluded as follows: Chang island is a tourist attraction with natural beauty and good for relaxation; local people are friendly; food and various local products are good; easy access to tourist information; safety for life and property during travel; service staff is service-minded and pleased to help tourists. For what is to be improved, there are: regular beach cleaning and rehabilitation of natural resources. The details are shown in Appendix A in Table A8.

The tourists on Chang island gave their suggestions corresponding to sustainable tourism development as follows:

(1) Natural conservation and environmental maintenance of tourist attractions. Natural and environmental conservation should primarily be inculcated to local people. Community members should watch out to prevent natural deterioration by outsiders; entrepreneurs should sort their waste and pre-treatment of wastewater; the government sector should limit urbanization by zoning; strictly implement the environmental laws; the number of new structures should be limited to avoid natural resources destruction; increase of green area through forestation; improvement of wastewater treatment and waste disposal efficiency; increase the

number of public trashes; recycling waste materials; reducing the use of plastic bottles and bags; and campaign for the use of bikes. In the meantime, tourists should be conscious of natural resources conservation while performing their tourist activities; mass tourism should be ceased, night entertainment with loud noises should be strictly controlled; tourists should be aware of natural resources conservation and sustainable tourism maintenance.

(2) Reinforcement and conservation of local culture. All sectors, especially the government sector, should promote community participation through presentation of Thainess, ways of life, culture and local products; increase of homestay accommodation information; promotion of community-based tourism; communities should inherit and conserve their culture through presentation of local identity composed of cultural activities that tourists can learn, for examples, a mini-programs for making local products and cooking local Thai food. In the meantime, tourists should learn the local culture and traditions before their visits and pay respect to such local culture as well.

(3) Infrastructure, facility, and security development. Road surfaces and road shoulders on hilly areas on Chang island should be improved; the runoffs during the rainy season often erodes topsoil and makes the road surfaces slippery; more warning lights should be installed at sharp curves on the roads; lighting along the roads should be supplemented for safe motoring with some more direction signs and warning signs at points accident prone; registration of shuttle omnibuses and safe driving training should be done; public restrooms should be improved according to the sanitary code; the number of travel and tourist information centers for foreign tourists should be increased; and sidewalk kiosks should be reorganized.

(4) Service staff and service quality. Training for service staff in hotels and resorts should be regularly organized to improve their service mind; service providers' proficiency in speaking English with foreign tourists should be developed and they should precisely know information about tourist places in the area. Recruitment of local people will make them love and cherish their hometown and tourist attractions in their communities. It causes a willingness to help and serve the tourists.

The past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 and the strategic measures/recommendations for implementation can be seen in Table 5.25

Table 5.25 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016 of Trat Province and the Strategic Measures/ Recommendations for Implementation

Issues	Findings	Strategic Measures/ Recommendations
Economic benefits	Tourism has induced investment for the construction of accommodation and has brought along civilization, infrastructure and facilities. Non-registered population and workers from neighboring countries move to work as employees in enterprises related to tourism or start their own small business. Local people get more income from selling local products. However, local people gain not much benefits and income from tourism since most of them works for enterprises relating to tourism.	1. Special support for local people to run their own tourist related businesses. 2. Hold vocational or work skill training for tourism enterprises such as spa and Thai massage, sales training, customer service, etc. 3. Provide functional training areas in hotels or resorts, such as customer greeting, telephone conversation, booking system, etc. 4. Encourage the enterprises to employ local people. 5. Link local products to the enterprises. 6. Establish a selling center for OTOP products and other interesting products of local communities and province on the front side of Chang island – the famous area for tourism.

Table 5.25 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
		7. Publicize and promote tourism on the rear side of Chang island. There are mountains, forests, waterfalls and some community-based tourist attractions such as Ban Salak Kok, Ban Salak Petch and Ban Bang Bao communities.
Social and cultural impacts	Social impacts: Tourism has caused many problems such as drug addiction, pubs, bars, mafia businesses and some foreign visitors run businesses which compete with Thai people. However, tourism on Chang island can be claimed as safe without crimes or snatch and run theft. cultural impacts: Tourism has changed the way of life and culture of the local communities. Formerly, tourism on the island was run by local people. When the island became popular for tourism, local people stopped running business and had to sell their lands to large entrepreneurs. In addition, Buddhist temples where used to be the communities' center become less important because local people are used to join the activities of welcoming tourists.	1. Enforce relevant laws and regulations such as criminal law and entertainment business control law strictly and punish offenders accordingly. 2. Enforce stronger laws and regulations on Thai people's occupation protection. 3. Reorganize tourist attractions and control the zone of declining areas not to spread out. 4. Allow local people to work as surveillance network agents and notify the causes and problems arising from tourism to tourist police or related organizations. 5. Promote participation of local communities and entrepreneurs in presenting Thai traditions and culture to tourists. 6. Promote community-based tourism to local communities.

Table 5.25 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Natural resources and environmental impacts	Tourism has caused the excess of waste and wastewater disposal problems, and traffic congestion especially in long weekend and high season of tourism. Apart from that the construction of any structure such as accommodation, store and enterprise causes deforestation and reclamation.	1. Enforce relevant laws and regulations such as environment law and building construction and renovation law strictly and punish offenders accordingly. 2. Support and develop the enterprises' environmentally-friendly operation. 3. Hold activities for local community development such as activity to clean up and reorganize communities, activity to develop rules to be regulations of community, etc.
Participation of local community and civil society	Local communities and civil societies are not involved much in developing and managing tourism. Local Communities participate in planning process by presenting their needs or opinions through the public hearings. Even though, there are many community-based tourist attractions in Trat province but just only communities' leaders are involved in tourism development. However, the participation of local communities and civil societies in Trat province is higher than other provinces in the Active Beach Tourism Cluster.	1.Hold training to educate and increase the potential of local communities on sustainable tourism and other related subjects such as community-based tourism, good hosting and hospitality to tourists, etc. 2.Appoint a community committee to develop tourism in the tourist attractions and participate in planning, implementing, monitoring, and evaluation of the government organizations' operations at both provincial and local levels. 3.Increase the role of the local administrative organizations to enhance the participation of the local communities in tourist attractions.

Table 5.25 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Participation and performance of the private sector	The Trat Tourism Industry Council and the Trat Tourism Association are the key mechanisms that prepare the plan and strategic issues for provincial development. For Chang island, the cooperation between the private sector and the local administrative organizations is poor. The Trat Tourism Association developed tourism in cooperation with DASTA and GIZ through strategic development planning and holding activities concerned with public areas' development such as cleaning beaches and waste disposal programs, etc. For the performance of the private sector, the cooperation on environmental protection is quite different. The environmentally-friendly activities vary from its awareness and investment potential. It is not easy for the enterprises to gain international standards by themselves. Those standards include ISO 9000 and GMP certifications or also the Green Leaf Foundation standards.	1. Hold training to educate entrepreneurs on sustainable tourism. 2. Educate entrepreneurs and build their awareness of environmental protection. 3. Increase participation of the private sector in implementing, monitoring, and evaluation of the government organizations'operations at provincial level. 4. Allow the private sector to participate in planning, implementing, monitoring, and evaluation of the government organizations'operations at local level. 5. Increase the role of the local administrative organizations to enhance the participation of enterprises in tourist attractions. 6. Support and develop the enterprises' environmentally-friendly operation.

Table 5.25 (Continued)

Issues	Findings	Strategic Measures/ Recommendations
Tourists' opinions toward tourism on Chang island	The nature at the tourist attractions should be rehabilitated, clean beaches, improve waste disposal, wastewater system as well as security system. More information on tourist attractions should be provided, improve direction signs for easy understanding and travel safety, improve roads and traffic signs, increase public lights and traffic lights at hazardous areas, increase the variety of local products and souvenirs, and more traditional culture should be presented.	1. Develop the environment, infrastructure, public utilities and supportive factors for tourism. 2. Promote participation of local communities and entrepreneurs in presenting Thai traditions, culture, local products to tourists. 3. Establish a selling center for OTOP products and other interesting products of local communities and province on the front side of Chang island – the famous area for tourism.

5.2.3.5 Conclusion of the Active Beach Tourism Cluster

The past performance and the prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 can be determined as follows:

1) Economic benefits. Tourism has generated employment and income for communities' members. Tourism has brought prosperity to the areas through infrastructure, hotels and accommodation, including immigration of outsiders and foreign labors from neighboring countries to work for enterprises relating to tourism or for their own small business on the beaches such as cooked food vendors, costume vendors, massagers, tattoo artists or body painters, etc. Also, tourism gives local people more chances to sell their local products such as fresh fruits and seafood. However, only little benefits and income coming from tourism reach the local people since most of them are merely employees of the enterprises relating to tourism. Very

few of them participate in tourist activities, including the presentation of value-added products produced from the community's capital.

2) Social and cultural impacts. Tourism causes changes in the way of life and culture of the local communities. Formerly, before the arrival of the current tourism popularity, the natives were farmers and fishermen. Some of them constructed bungalows and guest houses for tourists and served them with their own agricultural products and fresh seafood from their fishery. So it can be deemed that benefits from such tourism in the past truly benefited the communities' members.

When the communities became well-known places as tourist attractions, hotels, resorts and guest houses were constructed to cope with the increasing tourists influx, including restaurants, food shops and stalls, and enterprises relating to tourism. Local people who had small enterprises could not compete with wealthy investors or businessmen from outside the area. Finally, they had to sell their lands to investors. The former community-based tourism therefore turned to be tourism managed by businessmen. The local people had to immigrate to other places, abandoning their ways of life and cultures. The benefits from tourism hardly reach the local people. They just receive job opportunities as being employed in hotels, resorts, restaurants or other enterprises relating to tourism. Moreover, tourism also dilute some traditions – Buddhist temples that used to be the center of communities started to be out of sight. For Pattaya, which has been the popular for its tourist attractions for quite a long time, longer than any other places, it has completely changed into a cosmopolitan city with almost none of local cultures and ways of life remaining from before.

Tourism brings prosperity to the areas. On the other hand, if tourism is growing fast, without good planning or growing faster than the ability of local communities to support and control. Tourism will also bring along its problems too. Thus, tourism causes problems of public utilities, infrastructure, population congestion, crimes, theft, snatch and run theft, and drug addictions. If legal enforcement is not strictly implemented business collusions may follow – advantage taking from tourists or providing benefits to foreigners to take over Thais' businesses or businesses run illegally competing with those of occupations reserved for Thais.

3) Natural resources and environmental impacts. Tourism generates investment for hotels, resorts, enterprises and entertainment places to serve the increasing number of tourists. All constructions usually affect and destruct natural resources: deforestation, coastal landfill, and the construction of structures in the coastal area that obstructs the nature seawater flow diverts the direction of seawater and sweeps sand out of the beaches, and the consequence is the loss of sandy beaches.

Tourism is the utilization of natural resources. Tourism which grows faster than the capacity of a tourist attraction will cause deterioration of natural resources and the environment due to waste and wastewater disposal from large enterprises like hotels, resorts and restaurants; oil spillage into the sea from ferry boats and leisure boats; traffic congestion and air pollution, especially during the high tourist season.

Part of the deterioration of natural resources and the environment is caused by a lack of responsibility from local people, entrepreneurs and even tourists. Thus, to successfully solve the problems of natural resources and environment deterioration, local communities and entrepreneurs should keep in mind natural conservation, cooperate in waste sorting, use the pre-treatment of waste before disposing it to nature, and comply with no anchor casting regulation, etc. In the meantime, tourists should travel responsibly – no destructive environmental behavior such as disposal of waste in the sea or on the beach, aquatic life catching or coral destruction.

4) Participation of local community and civil society. According to the study, the researcher has found that the communities and the civil societies are not involved much in tourism development and management, which is corresponding to the study of Wanlee Putsom (2012). Analyzing the degree of participation most of them are only at consultation level, according to classification of public participation of the International Association for Public Participation (2014) and Aref, Ma'rof and Sarjit (2010). In local development planning process by the local administrative organization, the communities have chances to propose their needs or opinions through the village's civil societies or through the public hearings whereas the strategic issue for tourism development is just a strategic issue that the

communities give less importance than the development of public utilities, infrastructure and quality of life.

In Trat, there is more community-based tourism than in other provinces in the Active Beach Tourism Cluster. According to the researcher's study on tourism management of Salak Kok community on Chang island, it is obvious that its community leaders are member of the working group for tourism development of the province and also there are gatherings of local people to discuss, complain, and set conditions for tourism on Chang island. This is a kind of higher participation level – the involvement level – pursuant to classification of public participation of the International Association for Public Participation (2014) – in other words, the interaction level, classification of community participation by Aref, Ma'rof and Sarjit (2010).

However, the tourism will only be successful if the communities know and understand the problems caused by tourism and participate in solving such problems (Chanchira Sangsuwan, interview, November 22, 2014; Patcharin Pholkat, interview, June 7, 2014).

5) Participation and performance of the private sector. Based on the study, the researcher has found that the private sector has low participation in tourism development, which is corresponding to the study of Wanlee Putsom (2012). Analyzing the degree of participation most of them are in-between the level of consultation and involvement, according to classification of public participation of the International Association for Public Participation (2014) or at the consultation level according to classification of community participation by Aref, Ma'rof and Sarjit (2010) i.e. representatives of the private sector participate in planning tourism development strategies and attending provincial tourism development committee meetings. At the provincial level, there are only the private sector in Chanthaburi and Trat provinces which are the key mechanisms that drive the policy and strategic planning for sustainable tourism development. At the local level, there is only the private sector in Pattaya that participate in strategic planning of the local administrative organization – the Office of Pattaya City. Though, the government sector usually acts as a supreme authority in planning, judgement and executing tourism development projects. For the private sector on Chang island, the Trat

Tourism Association participated in strategic planning for tourism development in cooperation with the Designated Areas for Sustainable Tourism Administration (DASTA) and the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ). However, the private sector in every province holds activities concerned with public areas' development such as cleaning beaches and waste disposal, etc.

In terms of environmentally-friendly management, for large hotels with international business chains, owned by foreigners, they are usually certified with international standards like ISO 9000 and Good Manufacturing Practice (GMP) while most of the enterprises which are members of the tourism association in the Active Beach Tourism Cluster are small and medium enterprises (SMEs) and have not planned to achieve any environmentally-friendly certifications from any institutions, even that of the Green Leaf Foundation of Thailand, which is too difficult for them to achieve on their own. However, current regulations on resort and hotel businesses are more stringent in order to comply with the environmental standards, especially in landscape arrangement and town planning i.e. construction or expansion of building permits shall be obtained before doing so. Since the main purpose of hotel and resort entrepreneurs is to make a profit, so cooperation in environmentally-friendly management, such as waste sorting and wastewater treatment, is up to their awareness and available funds.

6) Tourists' opinions toward tourist attractions. The researcher, through the questionnaire, collected information from tourists on their visits to four study areas comprising four provinces of the Active Beach Tourism Cluster: Pattaya in Chonburi province; Samed island in Rayong province; Chao Lao beach, Laem Sadet beach and Kung Krabaen bay in Chanthaburi province; and Chang island in Trat province.

In comparison of tourists' opinions average on topics, through best impression averaging, the researcher has found that the coastal tourist attractions in the Active Beach Tourism Cluster are attractive, the nature is beautiful, and the local people are friendly. For what is to be improved, there are: increase of the variety of local products and souvenirs; increase of local cultural presentation; increase of the ease of access to information about tourist attractions by foreign tourists; direction signs should be improved for easy understanding and travel safety; including higher

security at tourist attractions. Unexpectedly, Pattaya is the only one area with the lowest average of opinions about the nature at tourist attractions, cleanliness of beaches, and air pollution.

Moreover, tourists gave their suggestions corresponding to sustainable tourism development as follows:

(1) Natural conservation and environmental maintenance of tourist attractions. Natural and environmental conservation should be primarily inculcated to local people; entrepreneurs should sort their waste and treat their wastewater before disposing of them into nature; recycling waste materials; reduce plastic bottles and bags usage; regularly keep the beaches clean; improve wastewater treatment efficiency; restrict construction of new buildings; control by zoning developed and deteriorated areas; strictly enforce environmental laws; awareness of tourist activities should be given to tourists for sustainable environmental maintenance of tourist attractions.

(2) Reinforcement and conservation of local culture. Communities should be educated to preserve and appreciate their local culture and wisdom, and transfer such concepts to their children; government organizations should help reinforce the communities' potential; highlight local identity; promote community participation; and present community culture as well as local products to tourists.

(3) Infrastructure, facility and security development. Traffic surfaces should be improved to ensure their performances; infrastructure and facilities should be developed to meet standards; increase security and lighting; inculcate on-the-beach discipline; and standardize accommodation and public ferry boats.

(4) Service staff and service quality. Service trainings for staff should be continuously organized in order to enhance their service potential and develop their service mind; improve their skill in foreign languages, especially English. Staff should be well aware of tourist attractions in order for them to be able to provide correct information to tourists.

On the other hand, behavior of tourists is an important factor that makes sustainable tourism possible i.e. they should be conscious of natural and

environmental preservation; not destruct corals; not catch ornamental fish from the sea; not dispose waste into the sea and on the beach; travel with respect to the existing community-based tourist attractions; be ready to learn and pay respect to communities' cultures and ways of life; and contribute to community-based tourism by purchasing its local products. Mr. Woranit Kayaras, Director of the Trat Office, Tourism Authority of Thailand (TAT) stated "…such behaviors which are going in the direction of sustainability are changing the behavior of tourists from the "Predator" to the "Protector". It will certainly return tourism benefits to the communities" (Woranit Kayaras, interview, June 4, 2014).

5.3 Policy Framework and Strategic Measures on Sustainable Tourism Development for the Active Beach Tourism Cluster

According to the study, the researcher has discovered the problems that cause the Active Beach Tourism Cluster to be unsustainable. It leads to a proposal of a policy framework to solve these problems and therefore, to push tourism development toward economic, social and cultural, and natural resources and environmental sustainability. Details are as follows:

Providing sustainable tourism training and information to personnel in government organizations, private sector, local communities and all stakeholders is the first priority that the government must address in order to develop tourism and implement projects in the same direction.

Sustainable tourism development requires the integration and linking of all related projects and strategies at both national and local levels in order to achieve holistic sustainability. Coordination and collaboration among organizations having different roles and authorities will lead the operations to be in unity. Project integration will reduce budget spending, the number of staff required and project duplication. These will entail the use of resources to the maximum efficiency and effectiveness. Therefore, the Ministry of Tourism and Sports should officially appoint a working group to develop sustainable tourism, responsible for driving the strategic development of the National Tourism Development Plan 2012-2016 for the Active Beach Tourism Cluster.

On the other hand, the local administrative organizations such as the sub-district administrative organizations and the sub-district municipality, which take care of the tourist attractions and work closely with the local communities and the private sector in the area, can reflect the problems of tourism and link up to the provincial level. Therefore, increasing the role of the local administrative organizations is an important measure to develop tourism and to build the participation of the local communities and the private sector.

Promoting the participation of the local communities and the private sector is an issue which the government needs to push to make it happen. Matters range from reviewing opinions or public hearings, strategy and project preparation, evaluating and monitoring of the implementation of the government sector to be transparent and ready for accountability in every process in order to take the assessment results to improve projects and operations going on good governance. Rhodes (1996) defines the meaning of governance, “Governance as Corporate Governance”. By the meaning, the government has to create a network of collaboration, control and manage the network to follow regulations, enhance reliability and provide benefits to the public outside the collaboration network. The concept is based on three basic principles as follows: (1) disclosure; (2) to have principles of morality and honesty; and (3) to have responsible and clearly describable action.

The United Nations World Tourism Organization (UNWTO) has proposed that all member countries should adopt the Global Code of Ethics for Tourism which published on 21st December 2001 for tourism development. Its principles require member countries to promote responsible tourism development in the approach of sustainability. Tourism activities should have harmonious attributes and should be consistent with the characteristics and traditional culture of the host country and the local community in tourist attractions. Such principles involve many sectors, from government organizations ranging from the macro level to local level, non-profit organizations, private sector as well as media to work with responsibility of their respective parts. Meanwhile, the government sector has responsibility to provide facilities, information, and security for tourists. The host communities should acquaint themselves, respect the tourists and recognize their lifestyles, tastes and expectations.

While tourists have to learn about the social value and appreciate the traditions and culture of the host community (World Tourism Organization, n.d.a.).

Thailand's tourism policy continues to promote and give priority to tourism by concentrating primarily on the economic aspect as tourism is an industry that generates revenue for the country. Increasing revenue and tourist numbers are the key performance indicators for the strategic issue of tourism development that every province in the Active Beach Tourism Cluster needs to recognize the importance. However, the development of tourist activities that create value-added and the distribution of income to the local communities remain low. Most local people only have an income by becoming an employee of enterprises or work for services related to tourism. For sustainable development, it is necessary to create a balance of the three dimensional aspects: economic, society and culture, and natural resources and environment. Therefore, developing sustainable tourism in the aspect of economic should have to increase and develop tourist activities in order that tourists spend more time and increase their spending in the tourist attractions. It should develop the potential of local people and call on local wisdom for presenting added value products which is a creation from the communities' capital to tourists. Moreover, it should allow local people to participate in tourist activities in order to create jobs and income. This will cause the distribution of income from tourism thoroughly. Benefits would truly fall to the local communities. The implementation in the economical aspect must be in parallel with tourism development in social and cultural attributes, and the natural resources and environmental aspects together with negative impacts control to tourist attractions at an acceptable level.

The study results indicate that tourism has caused a change of lifestyle and culture of local people in tourist attractions, and consequently its traditional culture is seen to fade. Therefore, government policy should create participation of the local communities to conserve traditions and culture along with presenting its identity, local traditions and culture, and especially Thainess to tourists. Furthermore, tourism brings along social problems; crimes such as bag snatching, drugs and entertainment places such as pubs and bars. Tourism causes the destruction of natural resources and the environment especially with the problems of waste and wastewater. Therefore, the government should increase security measures, control and organize tourism areas,

conserve and restore natural resources and the environment, and improve public utilities and infrastructure. Most of all, it should cultivate pride and awareness in local people by allowing them to participate in the development and management of tourism. This could result in a sense of belonging to their communities, together with cultivating awareness and promoting an environmentally-friendly approach in entrepreneurs.

From the policy framework mentioned above, the researcher proposes a policy framework to enhance sustainable tourism for the Active Beach Tourism Cluster in four facets. The policy framework consists of public management, economic, social and cultural, and natural resources and environment. The researcher also provides strategic issues and strategic measures for the Active Beach Tourism Cluster to reach the sustainable goals as follows:

5.3.1 The Public Management Policy Framework

The government sector should educate the concepts of sustainable tourism to personnel in government organizations, private sector, local communities and all involved stakeholders. It should coordinate and encourage collaboration among organizations for the unity of the operation and align in the same direction. It should create environmental and supportive factors for tourism by integrating related projects in order that the operations can be highly efficient and effective. It should officially appoint a working group of the Ministry of Tourism and Sports to be the host for developing tourism in the Active Beach Tourism Cluster and be responsible for driving the strategic issues of tourism development in accordance with the National Tourism Development Plan 2012-2016. It ought to increase the role of the local administrative organizations to develop tourism and build the participation process of the local communities and the private sector. This process begins from reviewing opinions or public hearings, strategy and project preparation, evaluation and monitoring the implementation of the government organizations to be transparent in order to take the assessment results to improve projects and operations. Moreover, the government should manage the environment, basic infrastructure, public utilities, and the security system, as well as the development of facilities, services and tourist

information. Therefore, the researcher proposes strategic issues which support the public management policy framework as follows:

5.3.1.1 The strategic issue to create coordination and collaboration among government organizations. The strategic measures are as follows:

1) Training and creating a knowledge base about sustainable tourism to the personnel in the relevant organizations in order to have a consistent administration to work in the same direction. It includes knowledge and related skills such as customer service and foreign languages, etc.

2) Officially appoint a working group of the Ministry of Tourism and Sports for the Active Beach Tourism Cluster to be the host in tourism operations and to drive the strategic issues of tourism development in accordance with the National Tourism Development Plan 2012-2016.

3) Have meetings that have the Ministry of Tourism and Sport as the host to prepare and integrate projects together with other related organizations.

4) Have a monthly working meeting that has the Ministry of Tourism and Sport as the host in order to follow up the implementation, solve problems and improve the operations.

5) Increase the role of the local administrative organizations to develop tourism and enhance participation among local communities, enterprises and all stakeholders in tourist attractions.

5.3.1.2 The strategic issue to encourage the participation of local communities. The strategic measures are as follows:

1) Hold training to educate and increase potential to the local communities about sustainable tourism and other related subjects such as community-based tourism, good hosting and hospitality to tourists, etc.

2) Appoint a community committee to develop tourism in the tourist attractions.

3) Arrange brainstorming for the local communities to present problems that arise from tourism, the needs to develop tourism as well as provide solutions to solve such problems.

4) Allow the local communities to prepare projects and strategic issue to develop tourism while the local administrative organization and other related organizations in the area act as trainers in the strategic planning process.

5) The local administrative organizations list the projects of local communities into the tourism development strategic issue of the local administrative organizations' development plan. After that, the local administrative organizations execute the projects following the plan.

6) Allow the local communities to be involved in evaluating and monitoring the operations of the government organizations in order to take the assessment results as a guideline to improve the projects and operations.

5.3.1.3 The strategic issue to create participation of the private sector. The strategic measures are as follows:

1) Hold training to educate about sustainable tourism to entrepreneurs.

2) Allow the private sector to participate in the preparation of tourism development strategic issues in both provincial development plan and local development plan of the local administrative organizations in order to present projects, problems and suggestions for the operations.

3) The Province Governor's Office and the local administrative organizations list the projects of the private sector into the strategic issues of tourism development in both the provincial development plan and the local administrative organizations' development plan. Subsequently, the Provincial Governor's Office and the local administrative organizations execute the projects following the plans.

4) Allow the private sector to follow up, evaluate and monitor the implementation of the government organizations in order to take the assessment results to improve the projects and operations.

5.3.1.4 The strategic issue to develop environment and supportive factors for tourism. The strategic measures are as follows:

1) Improve local infrastructure, public utilities, waste disposal, and wastewater treatment as well as security, including improve roads to tourist attractions, signal signs, traffic and direction signage; provide adequate water and

electricity supplies; install CCTV and public lighting and establish tourist warning and assistance centers, etc.

2) Develop facilities, services and tourist information, including providing shuttle bus services into the tourist areas; improve the standards of passenger boats and public restrooms. It should increase the number of tourist service centers to provide information for both Thai and foreign tourists, etc.

3) Reorganize tourist attractions including hawkers, roadside shops, canvas tents, entertainment areas, and cleanliness and control the zone for declining areas not to spread out.

4) Control industrial areas, not to deteriorate natural resources and the environment that would affect tourism.

5) Control the growth of tourism so it does not grow too fast, more than the community can handle, and be able to participate in tourism development and management.

6) Enforce relevant laws and regulations in regards to environment, building construction and renovation, criminal acts, and entertainment business control laws strictly and punish offenders seriously. It includes punishment of tourists who lack social responsibility awareness of natural resources and environment.

5.3.2 The Economic Policy Framework

Tourism policy should aim to distribute benefits and income to local people thoroughly. It should increase and develop tourism activities in order that the tourists stay longer and spend more money in tourist attractions. It should develop the potential of local people in tourist careers and local wisdom and link value-added products from the local communities to tourism. In addition, it should allow local people to participate in tourist activities in order to create jobs and income. Therefore, the researcher proposes strategic issues which support the economic policy framework as follows:

5.3.2.1 The strategic issue of creating careers in the local communities. The strategic measures are as follows:

1) Special support for local people to engage in tourism in tourist attractions such as home renovation for tourist home-stay accommodation, restaurants, shops, spa, Thai massage, etc. It should provide low-interest financing and tax benefits.

2) Hold vocational training and work skills for tourism enterprises such as spa and Thai massage, sales training and customer service. Provide functional training areas in hotels or resorts, such as customer greeting, telephone conversation, booking system, etc.

3) Hold training to develop local products to have value added such as processing dried fruits and dried fishery products to enhance the variety of products to be sold to tourists.

4) Encourage the enterprises, including restaurants, resorts, hotels, and other accommodation to employ local people.

5.3.2.2 The strategic issue of linking local products to tourist attractions. The strategic measures are as follows:

1) Establish a selling center for OTOP products and other interesting products of local communities and province in the tourist areas.

2) Link local products to the enterprises. It should ask for cooperation from hotels, resorts, and restaurants to use local ingredients such as fruits and fishery products in their food.

3) Encourage the enterprises to present OTOP products and other interesting products of the local communities and province to the tourists.

5.3.3 The Social and Cultural Policy Framework

Tourism policy should allow the local people to be involved in tourism activities, take pride in Thainess, conserve traditions and culture along with presenting its identity, local traditions and culture, and the Thainess to tourists. They should be a good host and make an impression on tourists along with appropriate safety and security methods to reduce the social problems that arise from tourism. Therefore, the researcher proposes strategic issues which support the social and cultural policy framework as follows:

5.3.3.1 The strategic issue to encourage participation of the local communities. The strategic measures are as follows:

1) Arrange brainstorming for local people to define its identity, traditions, culture, Thainess, and local products along with finding ways to offer these to tourists.

2) Establish a traditional and cultural conservation club in the community in order that the community presents its traditions and culture to tourists in festival times.

3) Promote the local communities to manage community-based tourism.

4) Allow local people, either youth or volunteers, as surveillance network agents to work with the tourist police and notify the causes and problems arising from tourism to tourist police or related organizations.

5.3.3.2 The strategic issue to encourage participation of the entrepreneurs. The strategic measures are as follows:

1) Hold training for entrepreneurs and service staff to have knowledge and service skills, to improve fluency in foreign languages, and to have information about tourist attractions in order that the service staff has adequate information and knowledge about tourist attractions in every dimension.

2) Encourage enterprises to present arts, culture, and traditions as well as cooperate with the local communities to offer activities such as cooperation with local schools to organize a Thai dance show, for example, or activities to take tourists for making merit and join candle light procession around temples on religious days.

5.3.4 The Natural Resources and Environmental Policy Framework

Tourism policy should regard the importance of conserving the natural resources and environment, cultivating a sense of local community, participation of local people in development and management of tourism. This will engender pride and the willingness to cherish the tourist attractions, encourage a sense of belonging to the communities and a wish to protect proprietary resources. Additionally, it should raise awareness and promote the operation of environmentally-friendly to the

entrepreneurs. Therefore, the researcher proposes strategic issues which support the natural resources and environment policy framework as follows:

5.3.4.1 The strategic issue to encourage participation of the local communities. The strategic measures are as follows:

1) Establish clubs and recruit volunteers to protect the natural resources and environment.

2) Hold activities for local community development such as clean up and reorganize communities, develop rules to be the regulations of community, etc.

5.3.4.2 The strategic issue of creating knowledge and building awareness to entrepreneurs. The strategic measures are as follows:

1) Train and educate entrepreneurs in an environmentally-friendly approach, perceived benefits and the guidelines to obtain international certifications such as ISO9000, GMP, standard of the Green Leaf foundation, etc.

2) Prepare guidelines or simple standards for entrepreneurs to start their business operation with an environmentally-friendly approach. For example, the scheme of the Designated Areas for Sustainable Tourism Administration (DASTA) which guides entrepreneurs to segregate waste, trap grease before releasing to nature, recycle water, reduce energy usage, use alternative energy, reduce carbon emissions, etc.

3) Provide low interest financing and tax benefits to entrepreneurs in order to improve their operation to be environmentally-friendly.

4) Grant awards or certifications to enterprises that take an environmentally-friendly approach.

In this researcher’s view the urgent strategic measures of the Active Beach Tourism Cluster that the government sector must take immediate action include: organizing tourist attractions and controlling zoning areas to keep the degraded areas not to spread out, controlling the growth of tourism not to grow too fast more than the community can handle and be able to involve in development and management. However, it includes measures that the enforcement of relevant laws and regulations should be strict and seriously punish offenders.

From the study, the Designated Areas for Sustainable Tourism Administration (DASTA) is the public organization having a significant role in sustainable tourism development in the areas of Pattaya City and Chang island.

Pattaya is a well-known tourist attraction, which is growing rapidly and has been popular for a number of years. Tourism causes many social, natural resources and environmental problems. Moreover, the influx of foreign cultures has caused the local communities to lose their own culture and way of life. Many problems are already too late to solve. The Designated Areas for Sustainable Tourism Administration plays an important role in a versatile potential reinforcement of Pattaya City. This is especially seen in the infrastructure, waste disposal, wastewater treatment, traffic management, campaigning for enterprises to operate their businesses with an environmentally-friendly approach, and enhancing potential to communities around the Pattaya City area, which still has traditional culture and traditional lifestyle. This is in order to develop community-based tourist attractions such as, the fishing community of Bang Lamung, Nong Prue for Muslim cultural tourism, and Huai Yai Ban Chak Ngaew for Chinese cultural tourism.

For Chang island, where tourism became popular at a later time, the problems from tourism have also occurred but are still under control and the local communities are able to participate in tourism development and management. The Designated Areas for Sustainable Tourism Administration has developed Chang island and related areas to be a low carbon tourism destination by educating entrepreneurs to operate their businesses with an environmentally-friendly approach, and develop the potential of tourism to several communities such as Ban Salak Kok, Ban Salak Petch, and Ban Bang Bao.

The highlighted activities and projects of the Designated Areas for Sustainable Tourism Administration operated in these two areas are to educate the local communities on sustainable tourism, which it has not based on the economic aspect but emphasizes the social and cultural, and natural resources and environmental aspects. This will make community tourism sustainable in the long-term and also will bring about the sustainability of the local economy in the future. It educates an appreciation of the effective utilization of resources, raises awareness of the preservation of natural resources, contributes to the knowledge of tourism management in the communities, and educates the communities to draw potentials

and values of local wisdom. It introduces communities to how to present themselves to tourists such as in demonstrations of making fishing nets, making traditional wicker work, holding exhibitions of traditions and culture of the communities, etc.

Furthermore, the Designated Areas for Sustainable Tourism Administration encourages the development of an environmentally-friendly approach to the entrepreneurs by raising awareness of environmental protection, holding campaigns to reduce energy usage and promoting alternative energy. It induces the entrepreneurs to use energy saving bulbs, set schedules for air-conditioning usage and encourages biogas as energy alternatives. It holds campaigns for water-saving and manages the reuse of water. It promotes the use of septic tanks with grease traps, segregates waste before disposal and establishes waste plants in communities. It holds campaigns to reduce carbon emissions into the atmosphere by practicing sufficient cooking to save materials and reduce the amount of food waste. In addition, it provides the entrepreneurs with a simple standard as an incentive to make their business operations more environmentally-friendly.

For the National Tourism Development Plan 2012-2016, implemented in 2011 by the government of Ms. Yingluck Shinawatra, the current government or the National Council for Peace and Order (NCPO) by General Prayuth Chan-ocha, the Prime Minister, still carries on tourism development in accordance with the National Tourism Development Plan 2012-2016. It maintains a focus on tourism development along the potential areas of eight tourism clusters and still drives the development plan in those five strategic issues. Moreover, it gives priority to the integrated administration and implementation by cooperating with other organizations within the ministry, organizations in other ministries, the private sector as well as the public sector (Ministry of Tourism and Sports, 2014).

In 2015, the government promote tourism as the year of “Discover Thainess” to promote Thainess tourism and to present Thainess to tourists as aspects of Thai culture, Thai traditions, Thai food and products, and local communities, which are distinctive and unique to each tourist area in order to impress tourists to revisit with Thai lifestyle, peace, unification, security, and hospitality of Thai people. Additionally, activities relating to sports and festivals are linked to tourism. For all, it expects that tourists will spend more money and stay a longer period of their travel (Ministry of Tourism and Sports, 2014; Thai Government, 2015).

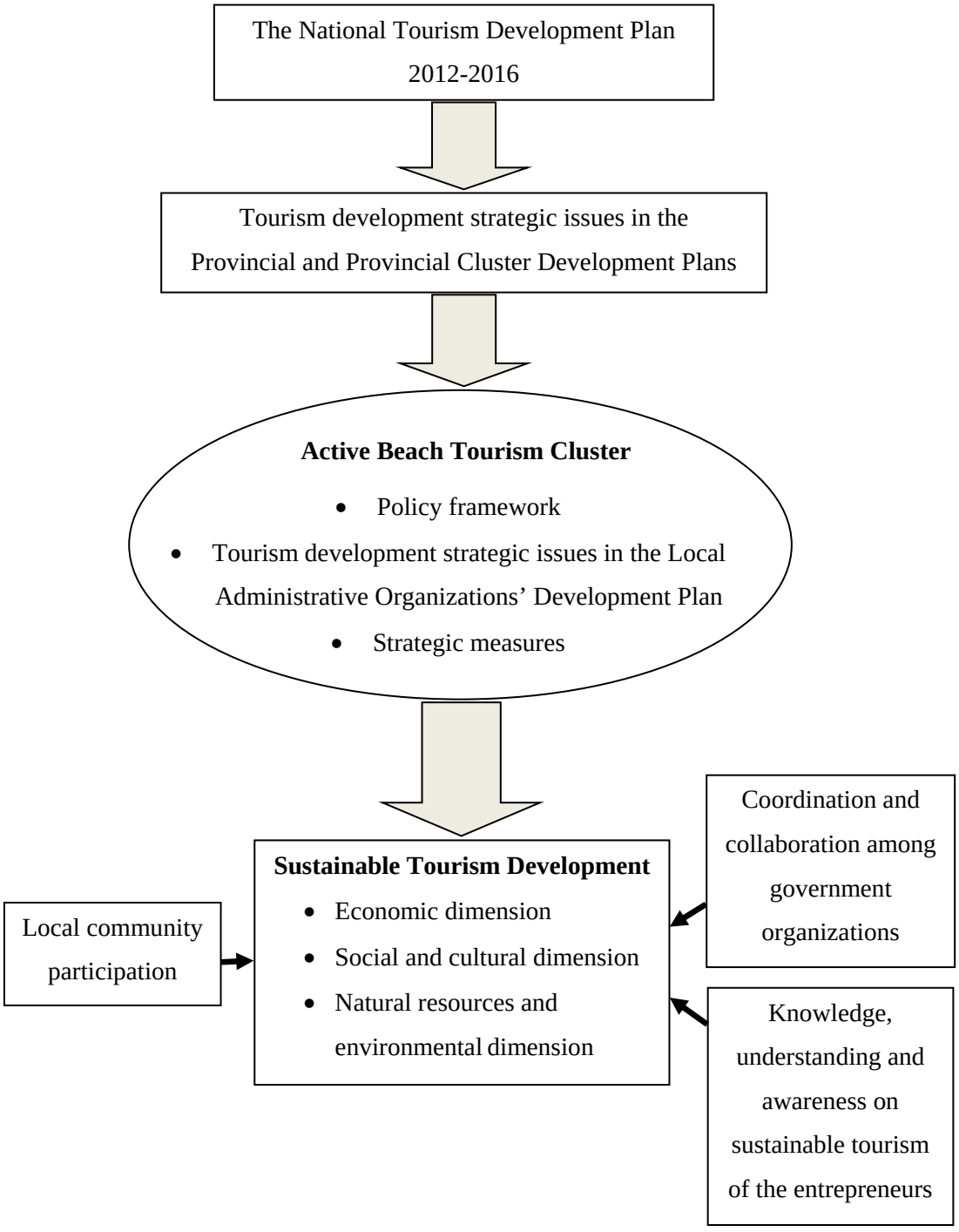

Figure 5.6 Policy Framework and Strategic Measures on Sustainable Tourism Development for the Active Beach Tourism Cluster

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

The research on Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster has three objectives which are (1) to study the tourism context of the Active Beach Tourism Cluster which consists of Chonburi, Rayong, Chanthaburi and Trat provinces; (2) to study the past performance and the prospective progress of policy implementation in line with the National Tourism Development Plan 2012-2016 in the Active Beach Tourism Cluster; and (3) to propose a policy framework and strategic measures on sustainable tourism development for the Active Beach Tourism Cluster.

The researcher employed the qualitative research method by taking documentary reviews, performing in-depth interviews and conducting focus group discussions with high-level officers or senior officers who are responsible for preparing projects and defining tourism development strategies ranging from macro to local-level organizations, representatives of the private sector and community leaders in the tourist attractions. Moreover, the researcher took participation observations to explore the tourism context and tourism management in tourist attractions. The researcher also employed the quantitative research method by using questionnaires to survey tourists' opinions toward tourist attractions. After analyzing the data, the researcher reported the research findings and proposed a policy framework and strategic measures to develop tourism in the guideline of sustainability for the Active Beach Tourism Cluster. The researcher concluded the results according to the research objectives and has recommendations as follows:

6.1 Conclusion

6.1.1 The Tourism Context of the Active Beach Tourism Cluster

The Active Beach Tourism Cluster comprises the provinces located along the coastline of the Eastern Region of Thailand. These provinces are Chonburi, Rayong, Chanthaburi and Trat where has the unique features of marine tourist attractions, beaches and islands. The Active Beach Tourism Cluster is located not far from Bangkok which is the capital city of Thailand. It is also close to Suvarnabhumi International Airport which makes it more convenient for traveling within a short time. Traveling to the Active Beach Tourism Cluster is mainly done by land transportation. The main road is the National Highway No.3 (Sukhumvit Road) and also the National Highway No.7 (the Bangkok - Chonburi Motorway) which facilitates travelers from Srinagarindra Road to Pattaya that makes travel faster and more convenient. For air transportation, there are two airports: (1) the U-Tapao International Airport which is located in two provinces, Chonburi and Rayong and (2) the Trat Airport – a private airport belonging to Bangkok Airways Public Company Limited. For marine transportation, there are two deep sea ports designated for serving industry and logistics in accordance with the Eastern Seaboard Development Program. The two ports are the Laem Chabang Port in Chonburi province and the Map Ta Phut Port in Rayong province.

However, the tourism context of each province in the Active Beach Tourism Cluster is different from one another. Chonburi and Rayong are industrial provinces. The industry has expanded and caused deterioration of natural resources and the environment. In addition, the growth of industry has caused many social problems. It is too difficult to control and recover. Eventually, the tourism development of Chonburi and Rayong fails to deliver and falls in decadence. On the other hand, Chanthaburi and Trat are agricultural provinces and the border areas connect to Cambodia. Both provinces have policies to be Green Cities. For Trat, it has several community-based tourist attractions which have been established by local people in many communities. Therefore, the tourism development of Chanthaburi and Trat are getting much closer to achieve the goal of sustainability.

6.1.2 Past Performance and Prospective Progress of Policy Implementation in Line with the National Tourism Development Plan 2012-2016

6.1.2.1 The Consistency of the Strategic Issues Relating to Tourism Development in the Provincial Development Plan and Local Development Plan of the Local Administrative Organizations with the Direction of Tourism Development in Line with the National Tourism Development Plan 2012-2016

According to the four-year provincial development plan 2014-2017 of the provinces in the Active Beach Tourism Cluster, it was found that every province has set tourism as an aspect of their development's direction. The strategic issue relating to tourism development is one of several strategic issues in both provincial development plan and local development plan of the local administrative organizations which take care of the tourism attractions. The two plans have resulted from SWOT analysis and the needs of local people. However, the local people give first priority on infrastructure, public utilities and quality of life development, rather than tourism development. The Office of Pattaya City is the only local administrative organization which not only has the Pattaya City Development Plan, but also has the Pattaya City Tourism Development Plan and the Public Relations Strategic Plan for the Pattaya City's Image for the tourism promotion purpose in particular.

The projects and strategic issues relating to tourism development in both provincial development plan and local administrative organizations' development plan are consistent with the direction of tourism development in line with the National Tourism Development Plan 2012-2016. There are projects in other strategic issues which also support tourism development. For example, the projects in the strategic issue relating to infrastructure and public utility development and the projects in the strategic issue relating to the natural resources and environment conservation. In the strategic planning process of tourism development, the local administrative organizations propose tourism development projects to the Provincial Governor's Office and the director or representative of the Provincial Office of Tourism and Sports is one of the committees to consider the projects and the tourism development strategic issues.

For the provincial development plan, almost all projects belong to the strategic issue of the development of infrastructure, logistics and facilities for tourism, the strategic issue of the development and rehabilitation of tourist attractions to be sustainable, the strategic issue of the development of products, services and supporting factors for tourism, and the strategic issue of building up tourists' confidence and promoting tourism in line with the National Tourism Development Plan 2012-2016. When considering the key performance indicators, it was found that every province has set the key performance indicators to measure the success of the tourism development strategic issue including: (1) the increase in tourism revenue or the increase in percentage of tourism revenue; (2) the increase in tourists or the increase in percentage of tourists; (3) the number of tourist attractions that have been rehabilitated or developed; and (4) the number of personnel or entrepreneurs that have been trained. However, there are a few projects supporting the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources. Trat is the only province which has an indicator counting on the increase in number of communities that have participated in ecotourism management as a key performance indicator. It has projects to promote community based-tourism and the projects to develop local communities to be ecotourist attractions supporting this strategic issue.

For the local development plan of the local administrative organizations, it is similar to the provincial development plan. Almost all projects are in the strategic issue of the development of infrastructure, logistics and facilities for tourism, the strategic issue of the development and rehabilitation of tourist attractions to be sustainable, the strategic issue of the development of products, services and supporting factors for tourism, and the strategic issue of building up tourists' confidence and promoting tourism in line with the National Tourism Development Plan 2012-2016. For the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources, most of the projects are to support local communities to participate in natural resources conservation and rehabilitation but not to participate in tourism resources management.

6.1.2.2 Problems and Hindrances in the Implementation of Tourism Development in Line with the National Tourism Development Plan 2012-2016

According to the study, the problems and hindrances in the implementation of tourism development in line with the National Tourism Development Plan 2012-2016 are as follows:

1) The National Tourism Development Plan 2012-2016 is rarely applied into the strategic planning process, particularly in the local administrative organizations. It causes the related organizations may not comprehend the direction and the essential content of the plan.

2) The operation among government organizations is not unified. The integration of projects, the coordination and the collaboration among organizations are still poor.

3) The conflict or government regulation constraints. Such problems could be a limitation for tourism development.

4) Law enforcement is inefficient.

5) The policy lack of continuity because of executive leaders high turnover.

6) Local politics problem and the conflict of interests of influential persons and interest groups.

7) The organizations not understanding the objectives and the operational guidelines of other organizations.

8) The operations of the Provincial Office of Tourism and Sports not being concerned about sustainable tourism development as it should be.

9) The lack of discipline and awareness of local people and tourists.

10) Human resource shortages in both quantity and quality. For the officers of the Provincial Office of Tourism and Sports, they not having specialized skills in sustainable tourism development.

11) The problem of budget shortages cause the provincial governor’s offices and the local administrative organizations to be unable to execute

tourism development projects as they plan because the budgets have to be spent on more important and urgent projects in other strategic issues.

Apart from the problems and hindrances of the implementation at provincial and local levels as mentioned above, the researcher also found problems and hindrances at cluster level which cause tourism development implementation of the Active Beach Tourism Cluster not to be in unity nor consistent in the same direction as follows:

Problem of inconsistency of the administration of the Ministry of Tourism and Sports and the National Tourism Development Plan 2012-2016. The National Tourism Development Plan 2012-2016 has categorized potential provinces for tourism development into eight clusters. However, the administration and budget allocation of the Ministry of Tourism and Sports are only conveyed and operated at the provincial level through each Provincial Office of Tourism and Sports which are not linked with the other provinces within the tourism cluster. The projects at the cluster level are implemented under the administration and budget allocation of the Ministry of Interior which provinces, in the Eastern Provincial Cluster, are the same as the provinces in the Active Beach Tourism Cluster of the Ministry of Tourism and Sports.

The administrative structure of the Ministry of Tourism and Sports is separated by provinces as provincial categorization as well but it is not consistent with the tourism cluster grouping according to the National Tourism Development Plan 2012-2016. Such administrative structure of provincial categorization originated from the Office of the Public Sector Development Commission which uses the concept of new bureaucratic management that has formulated the management to be a provincial administration since 2008.

From the administration and the budget allocation of the Ministry of Tourism and Sports which are conveyed and operated at the provincial level through the Provincial Office of Tourism and Sports of each province without linking themselves to the provinces within the tourism cluster and the administrative structure of the Ministry of Tourism and Sports under the new management concept originated from the Office of the Public Sector Development Commission which is not consistent with the tourism cluster grouping in accordance with the National Tourism

Development Plan 2012-2016, it represents the fact that the Ministry of Tourism and Sports does not regard the tourism development of provincial cluster according to the National Tourism Development Plan 2012-2016 as important. These could lead to the inconsistencies of the operational direction and cause the problems of coordination and collaboration. In addition, the administration of the provincial groups originated from the Office of the Public Sector Development Commission causes structural problems which lead to the complexity of the implementation.

6.1.2.3 Past Performance and Prospective Progress of Sustainable Tourism Development in Line with the National Tourism Development Plan 2012-2016

The goals to drive the strategic issues in the National Tourism Development Plan 2012-2016 is to promote and develop the tourism sector to be an income-generating source and distribute income in balance and sustainably. The past performance and prospective progress of sustainable tourism development in line with the National Tourism Development Plan 2012-2016 of the Active Beach Tourism Cluster can be described as follows:

1) Economic benefits. Tourism has brought prosperity to the tourist areas through hotels, accommodation, and facilities. It has generated employment and income for the local people, non-registered population and foreign workers from neighboring countries move to work as labors in enterprises associated with tourism or run their own small businesses. The local people get more income from selling their local products. However, only little benefits and income coming from tourism reach the local people since most of them are merely employees of the enterprises relating to tourism. Very few of them participate in tourist activities, including the presentation of value-added products produced from the community's capital.

2) Social and cultural impacts. Before tourism has become popular in the areas, most local people were farmers and fishermen. At that time, tourism management was run by local people. They built small traditional residences such as bungalows and guest houses to welcome tourists and served them with their own agricultural products and fresh seafood from their fishery. When the tourist attractions became well-known, more tourists have traveled to the places. Then the

construction of hotels, resorts, accommodation, restaurants and other related businesses were spreading rapidly. Local people who had small businesses with limited budgets could not compete with wealthy investors or businessmen from outside the area, so they had to sell their lands to investors. Therefore, the local people had to move out and change their ways of life and culture. Even though, tourism brings prosperity to the areas but the benefits from tourism rarely belong to the local people. They just receive jobs and income by being employees in hotels, resorts, food shops and enterprises relating to tourism as well as run their own small businesses on the beaches such as groceries and food stalls. In addition, many important traditional ways and culture has faded away. Buddhist temples which used to be the center of communities have become less important. Furthermore, a surge of foreign cultures has swallowed the culture of the local people, especially in Pattaya.

Tourism which grows too rapidly and without good planning for the local communities and tourist attractions to cope with or to control has caused problems with public utilities, infrastructure, society, population congestion, crimes, theft such as snatch and run, drug addiction, entertainment places, night bars, and prostitution. Furthermore, if law enforcement is not strictly implemented then business conspiracies may follow.

3) Natural resources and environmental impacts. Tourism has caused impacts on natural resources and the environment. Many factors are associated with the construction of hotels, resorts and accommodation, food stores and enterprises. The constructions cause the deforestation and sea reclamation. The construction which is not matched with the natural surroundings causes destruction of the landscape. The construction of buildings in the coastal area that obstructs the natural seawater flow diverts the direction of seawater and sweeps sand out of the beaches. Tourism is the utilization of natural resources. Tourism which grows too fast and without good planning will cause degradation or destruction of the natural resources and environment. The most common problems are waste and wastewater, especially in the long weekends and high tourist season. In addition, tourism without awareness and responsibility of the natural resources and environment will result in further degradation as well.

4) Participation of local community and civil society. The local communities and the civil societies still have low participation in tourism development and management. From the analysis, most of them are only at consultation level, according to the classification of public participation of the International Association for Public Participation (2014) and Aref, Ma'rof and Sarjit (2010). The communities have chances to propose their needs or opinions through the village's civil societies or through the public hearings in the local development planning process by the local administrative organizations. However, the strategic issue for tourism development is just a strategic issue that the communities give less importance than the development of public utilities, infrastructure and quality of life.

Salak Kok on Chang island is the only community which its leaders are member of the working group for tourism development at provincial level. Additionally, there are gatherings of local people to discuss, complain, and set conditions for tourism on Chang island. Therefore, this case, the participation is at the involvement level which is higher than the previous level, based on the participation classification of the International Association for Public Participation (2014), or equal to the level of interaction which is categorized by the community participation in tourism development of Aref, Ma'rof and Sarjit (2010).

5) Participation and performance of the private sector. The private sector still has low participation in tourism development. From the analysis, the participation level ranges from the consultation level to the involvement level, according to the public participation classification of the International Association for Public Participation (2014), or at the level of consultation, based on the characteristics of community participation in tourism development by Aref, Ma'rof and Sarjit (2010). Representatives from the private sector participate in the meetings to prepare plan and strategic issues for tourism development and attend the provincial tourism development committee meetings. At the provincial level, there are only the private sector in Chanthaburi and Trat provinces which are the key mechanisms that drive the policy and strategic planning for sustainable tourism development. At the local level, there is only the private sector in Pattaya that participate in strategic planning of the local administrative organization – the Office of Pattaya City. Though, the government sector usually acts as a supreme authority in planning, judgement, and

executing tourism development projects. For the private sector on Chang island, the Trat Tourism Association participated in strategic planning for tourism development in cooperation with the Designated Areas for Sustainable Tourism Administration (DASTA) and the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ). However, the private sector in every province holds activities concerned with public areas' development such as cleaning beaches and waste disposal, etc.

For the environmentally-friendly operation, most of the members of the tourism association in the Active Beach Tourism Cluster are small and medium enterprises (SMEs) that have not yet prepared for the environmental standards and international standards like ISO9000, Good Manufacturing Practice (GMP), or even the standard of the Green Leaf foundation – a high standard certification of Thailand. Because the operation of the private enterprises is primarily a profit-oriented goal, thus the cooperation in the environmentally-friendly operations, such as waste segregation, wastewater treatment, is different from one to another. It depends on the awareness and the investment potential.

6) Tourists' opinions toward tourist attractions. According to the questionnaire given to domestic and foreign tourists in four study areas comprising four provinces of the Active Beach Tourism Cluster including: Pattaya in Chonburi province, Samed island in Rayong province, Chao Lao beach, Laem Sadet beach and Kung Krabaen bay in Chanthaburi province, and Chang island in Trat province.

In comparison of tourists' opinions average on topics, through best impression averaging, the researcher has found that the coastal tourist attractions in the Active Beach Tourism Cluster are attractive, the nature is beautiful, and the local people are friendly. For what is to be improved, there are: increase of the variety of local products and souvenirs; increase of local cultural presentation; increase of the ease of access to information about tourist attractions by foreign tourists; direction signs should be improved for easy understanding and travel safety; including higher security at tourist attractions. However, Pattaya is the only one area with the lowest average of opinions about the nature at tourist attractions, cleanliness of beaches, and air pollution.

In addition, tourists gave additional suggestions in the following major subjects: maintaining the cleanliness of the beaches; separating waste; performing waste treatment before disposal to nature; improving sewage systems; improving facility standards; improving accommodation and passenger ship standards; increasing the security level; adding lighting in public areas; providing training courses for staff such as service and foreign language skills, especially the English language and information about tourist places in the area of tourist attractions. Moreover, it should empower the communities and encourage the communities to participate in tourism development and management.

6.1.3 Policy Framework and Strategic Measures on Sustainable Tourism Development for the Active Beach Tourism Cluster

To enhance sustainable tourism development in the Active Beach Tourism Cluster, the researcher proposes a policy framework which consists of four facets: public management, economic, social and cultural, and natural resources and environment. The strategic issues and the strategic measures are also proposed to serve all four facets of the policy framework. Details are as following:

6.1.3.1 The Public Management Policy Framework

The government sector should educate the concepts of sustainable tourism to personnel in government organizations, private sector, local communities and all involved stakeholders. It should coordinate and collaborate among organizations to integrate related projects. It should officially appoint a working group of the Ministry of Tourism and Sports to be the host for developing tourism in the Active Beach Tourism Cluster. It should increase the role of local administrative organizations to develop tourism and build the participation process of local communities and the private sector. Moreover, the government should manage the environment, basic infrastructure, utilities, security, as well as the development of facilities, services and tourist information.

The researcher proposes four strategic issues along with the strategic measures, which support the policy framework. It includes: (1) strategic issue and strategic measures to create coordination and collaboration among government organizations; (2) strategic issue and strategic measures to encourage the participation

of local communities; (3) strategic issue and strategic measures to create participation of the private sector; and (4) strategic issue and strategic measures to develop environment and supportive factors for tourism.

6.1.3.2 The Economic Policy Framework

The tourism policy should aim to distribute benefits and income to local people thoroughly.

The researcher proposes two strategic issues along with the strategic measures which support the policy framework. It includes: (1) strategic issue and strategic measures of creating careers in the local communities and (2) strategic issue and strategic measures of linking local products to tourist attractions.

6.1.3.3 The Social and Cultural Policy Framework

The tourism policy should allow the local people to be involved in tourism activities, conserve and present local traditions and culture as well as being good hosts to welcome tourists. Moreover, it should allow local people to develop effective surveillance networks in order to reduce the social problems that arise from tourism.

The researcher proposes two strategic issues along with the strategic measures which support the policy framework. It includes: (1) strategic issue and strategic measures to encourage participation of the local communities and (2) strategic issue and strategic measures to encourage participation of the entrepreneurs.

6.1.3.4 The Natural Resources and Environmental Policy Framework

The tourism policy should regard the importance of conserving the natural resources and environment, cultivating a sense of local community, participation of local people in development and management of tourism, as well as raising awareness and promote the operation of environmentally-friendly activities to the entrepreneurs.

The researcher proposes two strategic issues along with the strategic measures which support the policy framework. It includes: (1) strategic issue and strategic measures to encourage participation of the local communities and (2) strategic issue and strategic measures of creating knowledge and building awareness to entrepreneurs.

The researcher comments that the urgent strategic measures of the Active Beach Tourism Cluster which the government sector must take immediate action including: organizing tourist attractions and controlling zoning areas to keep the degraded areas not to spread out, controlling the growth of tourism so it does not grow faster than the community can handle and be able to involve in the development and management. However, it includes that the enforcement of relevant laws and regulations should be strict and seriously punishes offenders.

6.2 Recommendations

The researcher has recommendations for policy setting, policy implementation and for further research as following:

6.2.1 Recommendations for Policy Setting

6.2.1.1 There are too few projects in the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources in line with the National Tourism Development Plan 2012-2016, therefore the Provincial Governor's Office and the local administrative organizations should add more projects to support this strategic issue and the projects should be implemented following the plans.

6.2.1.2 For the approach of sustainable tourism, benefits from tourism must be delivered to the local community and tourism revenue must come to local people. Therefore, the government should emphasize the need for local people to get involved in tourism management or encourage community-based tourism. To achieve the goal of sustainable tourism development, the indicators for measuring the social and cultural sustainability should be added up. The samples of those indicators are the increased number of tourist attractions hosted by local communities, the number of local communities that recognized the knowledge about community-based tourism, etc. The plans, in line with those indicators, should be implemented in both the provincial development plan and the local development plan of the local administrative organizations.

6.2.1.3 The government should terminate the administrative structure of grouping provinces of the Ministry of Tourism and Sports initiated by the Office of the Public Sector Development Commission and reorganize the structure or appoint a committee to be consistent to the cluster grouping in accordance with the National Tourism Development Plan 2012-2016 for developing cooperation within the tourism cluster and have an aim of consistent development.

6.2.1.4 The approach of sustainable tourism development is to create a balance in three aspects; economic, social and cultural, and natural resources and environment. To provide balanced tourism development, the relevant regulations should be improved to facilitate the development. Therefore, if there is any project that cannot be implemented because of conflict or regulation constraints, the government should conduct a feasibility study and analyze the advantages and disadvantages of the project in all aspects, including economic, society and culture, and natural resources and environment from the involvement of all stakeholders. Moreover, regulations relating to facilitating tourism development should be improved to be flexible, create a security system for tourists, and provide equality to those elders and disabled affected.

6.2.2 Recommendations for Policy Implementation

6.2.2.1 The Ministry of Tourism and Sports should increase the dissemination and convey the essential content of the National Tourism Development Plan 2012-2016 to related organizations for understanding and applying to the strategic planning for tourism development. Dissemination applies especially to the local administrative organizations and local people in order that they could be involved in tourism development and management. It should inform and educate local people in this matter and understand the rights of individuals and communities in tourism development, public benefit management, local traditions and culture conservation, local wisdom conservation, maintenance and utilization of natural resources and the environment. Additionally, the rights to monitor the implementation of various government organizations in the tourist attraction areas for it should be fair, transparent and verifiable.

6.2.2.2 The government should increase the role of relevant organizations supporting sustainable tourism development which are strengths in the tourist attraction areas. Such relevant organizations include the National Park, the Kung Krabaen Bay Royal Development Study Center, and especially the Designated Areas for Sustainable Tourism Administration (DASTA), which is an independent public organization that has greater budget to implement the projects and has a more flexible policy than government organizations.

6.2.2.3 The National Park, Department of National Parks, Wildlife and Plant Conservation should increase its role for tourism development by educating about natural resources conservation and cultivating a sense of belonging to local people in order that they have the basic knowledge to take care of their communities. Moreover, The National Park should increase its role by holding activities along with educating tourists about ecotourism. Based on the mission of the National Park, it has played a significant role in developing and promoting tourism in its approach to sustainability, coupled with control regulations to prevent the destruction of natural resources. Since the National Park has a role to take care of the countryside and is working in the tourist attraction areas, thus it has a closer relationship with local communities, entrepreneurs and tourists.

6.2.2.4 The quality of tourists is another important part in the approach of sustainability, therefore it should be stricter the process of immigration. It should allow only the qualified tourist for traveling in Thailand. This would have reduced social problems and the degradation of natural resources and the environment in the tourist attraction areas.

6.2.2.5 Maintenance, repairing and promoting the existing tourist attractions together with searching for the new tourist places are activities that must be implemented in parallel. Presently, it focuses on searching and publicizing new tourist places, which require more time and budget while the existing tourist attractions are neglected. Therefore, the existing tourist attractions should be considered as the first priority because they are already well-known and there is no need to invest much funding. For implementation, it requires coordination and cooperation from the Department of Tourism, Ministry of Tourism and Sports and the Tourism Authority of Thailand (TAT). The Department of Tourism are responsible

for maintenance, repairing, and searching for new tourist places while the Tourism Authority of Thailand have a duty to publicize both the new tourist attractions and the old ones. For publicizing tourist attractions, it should contain all tourist attractions into the tourism calendar of the province that links into the provincial tourism cluster and other neighboring provinces. Furthermore, any activity in other strategic issues can be bound to be the strategy of tourism development as tourist activities such as fruit and agricultural tourism, gemstone trade, border trade, etc.

6.2.3 Recommendations for Further Research

6.2.3.1 Further research may study other tourism clusters because the tourism context of the provinces and tourist attractions is different from one another. Thus, there are different issues in tourism development to achieve the goal of sustainability.

6.2.3.2 In this study, the researcher studied the consistency of the projects from the four-year provincial development plan and the three-year local administrative organization's development plan with the tourism development strategic issues in the National Tourism Development Plan 2012-2016. However, every year, the Provincial Governor's Office has to select projects from the four-year provincial development plan while the local administrative organization has to select projects from the three-year local administrative organization's development plan to prepare action plans. Thus, not all projects from the four-year provincial development plan and the three-year local administrative organization's development plan can be implemented because of the limited budget. Therefore, to highlight the tourism development projects clearly, it should study and evaluate projects from the action plan and emphasize the strategic issue of promoting participation from the government sector, the public sector and the local administrative organizations in the management of tourism resources.

6.2.3.3 The following research may study the potential of local communities in tourist sites, either existing tourist attractions or the potential places that can be developed to become a new tourist attraction in order to develop tourism, which has community participation or develop the site to be a community-based tourist attraction.

6.3 Research Constraints

6.3.1 The differences in tourist attractions and the period of popularity of each tourist attraction is unequal, thus the development of each tourist attraction is different. In this study, the researcher proposes a policy framework and strategic measures for cluster-level sustainable tourism development. The strategic measures are the mono-center that can be applicable with most of the tourist attractions in the Active Beach Tourism Cluster. It is feasible to operate and excluding those with particularly different environments and issues. However, the tourism development of each province or tourist attraction should be reserved with some alternatives of troubleshooting and strategic measures in case of unforeseen events.

6.3.2 It was apparent that sometimes there were only a few tourists in some tourist attractions during the researcher's questionnaire distribution and feedback data collection. Thus, it caused a minor effect in statistical determination and discussion of this study.

6.4 Cautions

The nomenclature of the Ministry of Tourism and Sports for the tourism clusters that reflects prominent tourist attractions of each cluster may mislead public relations and lead to failure of sustainable tourism development because it does not cover or overlooks the conservative tourism and community-based tourism. Among the Active Beach Tourism Cluster, there are pros and cons of the nomenclature. The information providers of Chanthaburi and Trat provinces think that the Active Beach Tourism Cluster matches with the tourism of Chonburi and Rayong provinces since such amusements as jet skis, banana boats, and parasails are their prominent services while the calm of ecosystems derived from environmentally-friendly conservation and marine activities organized by the locals, such as seeing natural corals, artificial coral reef making, and community-based tourist attractions are the highlight of Chanthaburi and Trat provinces.

BIBLIOGRAPHY

Alissara Sa-nguannam. Nature Interpretation and Recreation Staff, Khao Leam Ya - Moo Koh Samed National Park. 2014 (7 November). Interview.

Amason, A. C. 2011. **Strategic Management from Theory to Practice.** New York: Taylor & Francis.

Anderson, J. E. 1994. **Public Policy-making: An Introduction.** 2nd ed. Boston: Houghton Mifflin.

Anonymous Interviewee. Villager. 2014 (8 March). Interview.

Anucha Thianchai. President of the Chanthaburi Tourism Association and Chairman of the Chao Lao - Laemsadej Assembly. 2014 (22 May). Interview.

Apichai Pramuansuk. Villager. 2014 (24 April). Focus Group Discussion.

Aref, F. 2010. Residents' Attitudes towards Tourism Impacts: A Case Study of Shiraz, Iran. **Tourism Analysis.** 15 (2): 253-261.

Aref, F. 2011. Sense of Community and Participation for Tourism Development. **Life Science Journal.** 8 (1): 20-25.

Aref, F.; Ma'rof, R. and Sarjit, S. G. 2010. Dimensions of Community Capacity Building: A Review of Its Implications in Tourism Development. **Journal of American Science.** 6 (1): 172-180.

Asian Development Bank. 2010. **Strategy and Action Plan for the Greater Mekong Subregion Southern Economic Corridor.** Retrieved December 26, 2013 from http://110.164.59.211/gmsinfo/images/stories/trade/link_documents/gms_action_plan_south.pdf

Asian Development Bank. 2012. **Overview Greater Mekong Subregion Economic Cooperation Program.** Retrieved December 31, 2013 from http://www.gms-eoc.org/uploads/resources/61/attachment/GMS%20Economic%20Cooperation%20Program%20Overview.pdf

Baud-Bovy, M. 1982. New Concepts in Planning for Tourism and Recreation. **Tourism Management.** 3 (4): 308-313.

Berman, P. 1978. The Study of Macro-and-micro Implementation. **Public Policy.** 26 (2): 157-184.

Boonthieng Thumsiri. Villager. 2014 (24 April). Focus Group Discussion.

Boyne, G. A. and Walker, R. M. 2010. Strategic Management and Public Service Performance: The Way Ahead. **Public Administration Review.** 70 (December): 185-192.

Brown, T. L. 2010. The Evolution of Public Sector Strategy. **Public Administration Review.** 70 (December): 212-214.

Bryson, J. M. 2004. **Strategic Planning for Public and Nonprofit Organization: A Guide to Strengthening and Sustaining Organizational Achievement.** 3rd ed. San Francisco: Jossey-Bass.

Chairat Trirattanajarasporn. Chairman of the Rayong Tourist Association. 2014 (7 November). Interview.

Chanchira Sangsuwan. Chairman of the Samed Island Community-based Enterprise. 2014 (November 22). Interview.

Chanidapa Sangrot. Chief of the Office of Klongkhud Sub-district Administrative Organization. 2014 (24 April). Focus Group Discussion.

Chanthaburi Governor's Office. 2012. **Part of a Supplementary Clarification Document Presented to the Extraordinary Commission for Screening Thai Government's Expenditure Budget 2012.** Chanthaburi: Chanthaburi Governor's Office. (In Thai).

Chanthaburi Governor's Office. 2013a. **Chantaburi Provincial Development Plan 2014-2017.** Retrieved September 22, 2014 from http://www.chanthaburi.go.th/new/?page_id=9126#&panel1-1

Chanthaburi Governor's Office. 2013b. **Part of a Supplementary Clarification Document Presented to the Extraordinary Commission for Screening Thai Government's Expenditure Budget 2013.** Chanthaburi: Chanthaburi Governor's Office. (In Thai).

Chonburi Governor's Office. 2009. **Chonburi Provincial Development Plan 2010-2013.** Chonburi: Chonburi Governor's Office. (In Thai).

Chonburi Governor's Office. 2013. **Chonburi Provincial Development Plan 2014-2017.** Retrieved June 16, 2014 from http://www.chonburi.go.th/default.aspx

Chuanchom Primphol. Assistant Clerk, Phe Sub-district Administrative Organization. 2014 (7 November). Interview.

Chutarat Chompunth. 2012. A Review of the Public Participation Handbook: Making Better Decisions through Citizen Involvement in Thai Context. **NIDA Journal of Environmental Management.** 8 (1): 123-141. (In Thai).

Chuwit Mitrchob. Director of the Strategic Management Office, Designated Areas for Sustainable Tourism Administration. 2014 (10 April). Interview.

Community-based Tourism Institute. 2011. **The Meaning of Ecotourism and Cultural Tourism.** Retrieved February 28, 2015 from http://www.cbt-i.org/

Connell, D. 1997. Participatory Development: An Approach Sensitive to Class and Gender. **Development in Practice.** 7 (3): 248-259.

Connell, J.; Page, S. J. and Bentley, T. 2009. Toward Sustainable Tourism Planning in New Zealand: Monitoring Local Government Planning under the Resource Management Act. **Tourism Management.** 30 (6): 867-877.

Cook, K. 1982. Guidelines for Socially Appropriate Tourism Development in British Columbia. **Journal of Travel Research.** 21: 22-28.

Cottrell, S. P.; Vaske, J. J. and Roemer, J. M. 2013. Resident Satisfaction with Sustainable Tourism: The Case of Frankenwald Natural Park, Germany. **Tourism Management Perspective.** 8: 42-48.

Creighton, J. L. 1992. **Involving Citizens in Community Decision Making: A Guidebook.** Washington: Program for Community Problem Solving.

Decha Panichkarn. Villager. 2014 (24 April). Focus Group Discussion.

Department of Agricultural Extension, Ministry of Agriculture and Cooperatives. n.d. **Agrotourism.** Retrieved February 28, 2015 from http://www.aopdh03.doae.go.th/Agrotourism.htm

Department of Tourism, Ministry of Tourism and Sports. 2014. **Tourist Statistics.** Retrieved March 1, 2015 from http://www.tourism.go.th/home/listcontent/11/221/276

Department of Tourism, Ministry of Tourism and Sports. 2015. **Summary of Foreign Traveler.** Retrieved July 5, 2015 from http://www.tourism.go.th/home/details/11/222/24481

Designated Areas for Sustainable Tourism Administration. 2013. DASTA Tourism Partnership Networks Meeting and Experience Sharing about Global Warming Responsible Cultivation. **DASTA News for Sustainable Tourism Development.** 39 (July): 3-7. (In Thai).

Designated Areas for Sustainable Tourism Administration. 2014. The 2nd Salak Rak Salak Kok: Romantic Wedding, Attractive Love Contract, and Impressive Memory. **DASTA News for Sustainable Tourism Development.** 46 (February): 10-13. (In Thai).

Devine, A. and Devine, F. 2011. Planning and Developing Tourism within a Public Sector Quagmire: Lessons from and for Small Countries. **Tourism Management.** 32 (6): 1253-1261.

Dodds, R. and Butler, R. 2010. Barriers to Implementing Sustainable Tourism Policy In Mass Tourism Destinations. **Tourismos: An International Multidisciplinary Journal of Tourism.** 5 (1): 35-53.

Dwyer, L.; Edwards, D.; Mistilis, N.; Roman, C. and Scott, N. 2009. Destination and Enterprise Management for a Tourism Future. **Tourism Management.** 30: 63-74.

Dye, T. R. 1995. **Understanding Public Policy.** 8th ed. Englewood Cliffs: A Simon & Schuster.

Eastern Province Cluster Office of Strategy Management. n.d. **History of the Provincial Cluster.** Retrieved August 14, 2014 from http://www.osm.moi.go.th/images/stories/april/osm1.pdf

Eastern Province Cluster Office of Strategy Management. 2012. **Eastern Provincial Cluster Annual Report Fiscal Year 2012.** Chonburi: Eastern Province Cluster Office of Strategy Management. (In Thai).

Eastern Province Cluster Office of Strategy Management. 2013a. **Eastern Provincial Cluster Annual Report Fiscal Year 2013.** Chonburi: Eastern Province Cluster Office of Strategy Management. (In Thai).

Eastern Province Cluster Office of Strategy Management. 2013b. **Eastern Provincial Cluster Development Plan 2014-2017.** Chonburi: Eastern Province Cluster Office of Strategy Management. (In Thai).

Eastern Province Cluster Office of Strategy Management. 2014. **Map of the Provinces in the Eastern Provincial Cluster.** Chonburi: Eastern Province Cluster Office of Strategy Management. (In Thai).

Ecological Alert and Recovery - Thailand. n.d. **Pollution in Laem Chabang.** Retrieved December 14, 2014 from http://thaiecoalert.org/th/pollution/55

Hair, J. F.; Black, W. C.; Babin, B. J.; Anderson, R. E. and Tatham, R. L. 2006. **Multivariate Data Analysis.** 6th ed. Upper Saddle River: Pearson Prentice Hall.

Haywood, M. 1988. Responsible and Responsive Tourism Planning in the Community. **Tourism Management.** 9 (2): 105-118.

Hisrunset Wongbamru. Chief Administrator of the Phe Sub-district Administrative Organization. 2014 (7 November). Interview.

Holden, A. 2008. **Environment and Tourism.** 2nd ed. Abingdon: Routledge.

Holliday, A. 2002. **Doing and Writing Qualitative Research.** London: Sage.

International Association for Public Participation. 2014. **IAP2 Public Participation Spectrum.** Retrieved March 30, 2014 from http://www.iap2.org.au/documents/item/84

Jaraspim Dhiralaksh. Managing Director of the Area 1 (Koh Chang Islands and Related Areas), Designated Areas for Sustainable Tourism Administration. 2014 (5 June). Interview.

Kaplan, R. S. and Norton, D. P. 1996. Using the Balanced Scorecard as a Strategic Management System. **Harvard Business Review.** 74 (January-February): 75-85.

Kennett-Hensel, P. A.; Sneath, J. Z. and Hensel, P. J. 2010. Developing Sustainable Tourism: Managers' Assessment of Jamaica's Ten-year Master Plan. **International Journal of Culture, Tourism and Hospitality Research.** 4 (2): 143-155.

Klairoong Poonpon. Senior Forestry Technical Officer of the National Parks, Wildlife and Plant Conservation Department. 2014 (13 March). Interview.

Klongkhud Sub-district Administrative Organization. 2011. **Klongkhud Sub-district Administrative Organization Development Plan 2012-2014.** Retrieved September 22, 2014 from http://klongkhud.go.th/public/plan/data/loadattach/id/1/seq/1

Koh Chang Sub-district Municipality. 2011. **Koh Chang Sub-district Municipality Development Plan 2012-2014.** Trat: Koh Chang Sub-district Municipality. (In Thai).

Koh Chang Sub-district Municipality. 2012. **Koh Chang Sub-district Municipality Development Plan 2013-2015.** Trat: Koh Chang Sub-district Municipality. (In Thai).

Koh Chang Sub-district Municipality. 2013. **Koh Chang Sub-district Municipality Development Plan 2014-2016.** Trat: Koh Chang Sub-district Municipality. (In Thai).

Kunchala Suchitakul. Plan and Policy Analyst, Rayong Provincial Office of Tourism and Sports. 2014 (22 October). Interview.

Lee, T. H. 2013. Influence Analysis of Community Resident Support for Sustainable Tourism Development. **Tourism Management.** 34: 37-46.

Ministry of Tourism and Sports. 2011. **The National Tourism Development Plan 2012-2016.** Retrieved December 25, 2012 from http://www.mots.go.th/ewt_dl_link.php?nid=4147

Ministry of Tourism and Sports. 2014. **Policy of the Ministry of Tourism and Sports.** Retrieved June 26, 2015 from http://www.m-culture.go.th/plan/files/792/1448.pdf

Murphy, P. 1983. Perceptions and Attitudes of Decision Making Groups in Tourism Centers. **Journal of Travel Research.** 21 (3): 8-12.

Murphy, P. 1985. **Tourism: A Community Approach.** New York: Methuen.

Niwet Hansarmuth. Chief of the Strategy for Province Development Group, Trat Governor's Office. 2014 (18 July). Interview.

Nopparat Chomchoei. Secretary of the Trat Tourism Association. 2014 (6 June). Interview.

Northeast Province Cluster Office of Strategy Management. n.d. **The Classification of Provincial Cluster under the Integrated Strategic Administration of the Provincial Cluster.** Retrieved November 17, 2014 from http://www.osmnortheast-c.moi.go.th/image/map18.jpg

Office of the National Economic and Social Development Board. 2003. **Thailand's Competitiveness Development Project: Cases of Cluster Development.** Office of the National Economic and Social Development Board. Retrieved January 12, 2015 from http://www.nesdb.go.th/ Default. aspx?tabid=117

Office of the National Economic and Social Development Board. 2015. **Gross Domestic Product from 2005 to 2014.** Retrieved July 5, 2015 from http://www.nesdb.go.th/Default.aspx?tabid=95

Office of Pattaya City. 2011. **Pattaya City Tourism Development Plan in Line with the Ten-year Pattaya City Master Development Plan 2011-2020.** Chonburi: Office of Pattaya City. (In Thai).

Office of Pattaya City. 2013. **The Public Relations Strategic Plan for the Pattaya City's Image 2013-2016.** Chonburi: Office of Pattaya City. (In Thai).

Okazaki, E. 2008. A Community-Based Tourism Model: Its Conception and Use. **Journal of Sustainable Tourism.** 16 (5): 511-529.

Onvara Karapin. Acting for Director of the Tourism Promotion Bureau, Office of Pattaya City. 2014 (1 April). Interview.

Palat Phatiphatwarakorn. Plan and Policy Analyst, Klongkhud Sub-district Administrative Organization. 2014 (24 April). Focus Group Discussion.

Paradej Payakwichean. 2006. Thailand's Tourism Development Past, Present and Future. **eTAT Tourism Journal.** 2: 1-16. Retrieved January 14, 2015 from http://www.etatjournal.com/upload/130/25492_1.pdf

Patcharin Pholkat. Chairman of the Salak Kok Traditional Guide Club, Koh Chang, Trat Province. 2014 (7 June). Interview.

Patsalin Swettarat. Assistant Director of the Rayong Office of Tourism Authority of Thailand. 2014 (22 October). Interview.

Phe Sub-district Administrative Organization. 2011. **Phe Sub-district Administrative Organization Development Plan 2012-2014.** Rayong: Phe Sub-district Administrative Organization. (In Thai).

Phe Sub-district Administrative Organization. 2012. **Phe Sub-district Administrative Organization Development Plan 2013-2015.** Rayong: Phe Sub-district Administrative Organization. (In Thai).

Phe Sub-district Administrative Organization. 2013. **Phe Sub-district Administrative Organization Development Plan 2014-2016.** Rayong: Phe Sub-district Administrative Organization. (In Thai).

Phisarn Rattanapani. Acting for Director of the Art and Culture, Office of Pattaya City. 2014 (4 April). Interview.

Pinyo Prakobphon. Chief of the Trat Governor's Office. 2014 (18 July). Interview.

Piyabuth Tiamsawet. Plan and Policy Analyst, Chanthaburi Governor's Office. 2014 (12 May). Focus Group Discussion.

Poom Pinthep. Project Manager of the Climate Protection in Tourism Project, German International Cooperation. 2014 (5 June). Interview.

Pornphatu Rupjumlong. 2009. **Strategic Policy Framework for Health/Wellness Tourism Promotion.** Doctoral dissertation, National Institute of Development Administration.

Porter, M. E. 1980. **Competitive Strategy: Techniques for Analyzing Industries and Competitors.** New York: The Free Press.

Prachub Chamniensri. Community Wiseman, Rayong Province. 2014 (22 October). Interview.

Prathan Surakitbovorn. Chief of the Chonburi Governor's Office and Chief of the Eastern Province Cluster Office of Strategy Management. 2014 (4 April). Interview.

Pricha Hongskrailers. 2005. Strategic Planning. **Damrong RajanuPhab Journal.** 5 (15): 25-35. (In Thai).

Project on the Economic, Engineering and Environmental Feasibility Study and Detailed Design of Laem Chabang Port - Phase 3. n.d. **Laem Chabang Port: Port of the World.** Retrieved December 14, 2014 from http://www.laemchabangportphase3.com/knowledge.html

Pugh, J. and Bourgeois, L. J. III. 2011. Doing Strategy. **Journal of Strategy and Management.** 4 (2): 172-179.

Rattana Nichakal. Chief of the Strategy for Province Development Group, Chanthaburi Governor's Office. 2014 (12 May). Focus Group Discussion.

Rayong Governor's Office. 2009. **Rayong Provincial Development Plan 2010-2013.** Rayong: Rayong Governor's Office. (In Thai).

Rayong Governor's Office. 2013. **Rayong Provincial Development Plan 2014-2017.** Rayong: Rayong Governor's Office. (In Thai).

Rhodes, R. 1996. The New Governance: Governing without Government. **Political Studies.** 44 (4): 652-667.

Ritchie, J. R. Brent and Crouch, G. I. 2003. **The Competitive Destination: A Sustainable Tourism Perspective.** Oxon: CABI.

Roberts, R. 1995. Public Involvement: from Consultation to Participation. **Environmental and Social Impact Assessment**, F. Vanclay and D. A. Bronstein (Eds.). New York: John Wiley.

Rojjana Archsong. Community Committee of the Pattaya City. 2014 (8 March). Interview.

Rudestam, K. E. and Newton, R. R. 2001. **Surviving Your Dissertation: A Comprehensive Guide to Content and Process.** 2nd ed. Thousand Oaks: Sage

Sangduan Sutharo. Villager. 2014 (24 April). Focus Group Discussion.

Sangvorn Mitmakorn. Chairman of the Women's Community Salak Kok Village Development Volunteer, Koh Chang, Trat Province. 2014 (7 June). Interview.

Sarason, S. B. 1974. **The Psychological Sense of Community: Prospects for a Community Psychology.** San Francisco: Jossey-Bass.

Sebele, L. S. 2010. Community-Based Tourism Ventures, Benefits and Challenges: Khama Rhino Sanctuary Trust, Central District, Botswana. **Tourism Management.** 31: 136-146.

Sinchai Wattanasatsatorn. President of the Pattaya Business and Tourism Association. 2014 (16 April). Interview.

Sittipon Thongpakdee. Municipal Clerk of the Koh Chang Sub-district Municipality. 2014 (6 June). Interview.

Sombat Thamrongthanyawong. 2011. **Public Policy: Theory, Analysis and Processes.** 23rd ed. Bangkok: Sematham. (In Thai).

Soomet Saitong. Superintendent of the Khao Leam Ya - Moo Koh Samed National Park. 2014 (7 November). Interview.

Sucheep Phanchan. Chief of the Chanthaburi Governor's Office. 2014 (12 May). Focus Group Discussion.

Sulawan Phetnakhorn. Plan and Policy Analyst, Phe Sub-district Administrative Organization. 2014 (7 November). Interview.

Supang Chantavanich. 2003. **Qualitative Research Methodology.** Bangkok: Chulalongkorn University. (In Thai).

Supang Chantavanich. 2009. **Data Analysis in Qualitative Research.** 9th ed. Bangkok: Chulalongkorn University. (In Thai).

Suphan Buri Provincial Office of Tourism and Sports. 2010. **History of the Ministry of Tourism and Sports.** Retrieved December 20, 2014 from http://suphanburi.mots.go.th/index.php?lay=show&ac=article&Id=539320024&Ntype=19

Surachai Suksawat. Chief of the Strategy for Province Development Group, Rayong Governor's Office. 2014 (22 October). Interview.

Sutee Jirangsri. Village Headman of Moo 1, Koh Chang Sub-district, Trat Province. 2014 (7 June). Interview.

Suthon Sangsuwan. Village Headman of Moo 4, Phe Sub-district, Rayong Province. 2014 (November 22). Interview.

Suwannee Karnkaew. Assistant Public Relations Officer, Klongkhud Sub-district Administrative Organization. 2014 (24 April). Focus Group Discussion.

Taweebhong Wichaidit. Managing Director of the Area 3 (Pattaya City and Vicinity), Designated Areas for Sustainable Tourism Administration. 2014 (1 April). Interview.

Taylor, G. 1995. The Community Approach: Does It Really Work?. **Tourism Management.** 16 (7): 487-489.

Thai Government. 2015. **Tourism and Sports Minister: 2015 Discover Thainess will Attract More Tourists to Thailand.** Retrieved January 21, 2015 from http://www.thaigov.go.th/en/government-en1/item/89113-id89113.html

Thantip Meeluksana. Director of the Chonburi Provincial Office of Tourism and Sports. 2014 (26 March). Interview.

Tikamporn Suttiudomrat. Director of the Chanthaburi Provincial Office of Tourism and Sports. 2014 (12 May). Focus Group Discussion.

Tippawan Lorsuwannarat. 2010. **Modern Organization Theory.** Bangkok: National Institute of Development Administration. (In Thai).

Tosun, C. 2000. Limits to Community Participation in the Tourism Development Process in Developing Countries. **Tourism Management.** 21 (6): 613-633.

Trade and Investment Service Center of Chiang Mai Province. 2012. **Health Tourism.** Retrieved February 28, 2015 from http://tisc.feu.ac.th/content.aspx?file_upload_id=3451&page_num

Trat Governor's Office. 2009. **Trat Provincial Development Plan 2010-2013.** Retrieved September 22, 2014 from http://www.trat.go.th/45db/s_trat.pdf

Trat Governor's Office. 2013. **Trat Provincial Development Plan 2014-2017.** Retrieved September 22, 2014 from http://www.trat.go.th/strategy/plan57_60.pdf

United Nations Environment Programme and World Tourism Organization. 2005. **Making Tourism More Sustainable: A Guide for Policy Makers.** Retrieved January 9, 2014 from http://www.unep.fr/shared/publications/pdf/DTIx0592xPA-TourismPolicyEN.pdf

Van Meter, D. S. and Van Horn, C. E. 1975. The Policy Implementation Process: A Conceptual Framework. **Administration and Society.** 6 (February): 445-487.

Veera Khunchairak. Superintendent of the Moo Koh Chang National Park. 2014 (6 June). Interview.

Vipawan Sangchaiya. Villager. 2014 (24 April). Focus Group Discussion.

Waligo, V. M.; Clarke, J. and Hawkins, R. 2013. Implementing Sustainable Tourism: A Multi-stakeholder Involvement Management Framework. **Tourism Management.** 36: 342-353.

Wall, G. and Mathieson, A. 2006. **Tourism: Change, Impacts and Opportunities.** England: Pearson Prentice Hall.

Wanlee Putsom. 2012. Management Dealing with the Locals, Tourists, and Entreprenures for the Development of Sustainable Tourism: A Case of Muak Lek District, Saraburi Province. **Saint John's Journal.** 15 (17): 15-33.

Wanna Cholpraves. Director of the International Tourism Cooperation, Department of Tourism. 2014 (19 March). Interview.

Wannapha Sisutok. Public Relations Officer, Klongkhud Sub-district Administrative Organization. 2014 (24 April). Focus Group Discussion.

Weaver, D. and Lawton, L. 2006. **Tourism Management.** 3rd ed. Milton: John Wiley & Sons.

Woranit Kayaras. Director of the Trat Office of Tourism Authority of Thailand. 2014 (4 June). Interview.

World Economic Forum. 2013. **The Travel & Tourism Competitiveness Report** 2013. Retrieved January 25, 2014 from http://www3.weforum.org/docs/WEF_TT_Competitiveness_Report_2013.pdf

World Economic Forum. 2015. **The Travel & Tourism Competitiveness Report 2015.** Retrieved June 5, 2015 from http://www3.weforum.org/docs/TT15/WEF_Global_Travel&Tourism_Report_2015.pdf

World Tourism Organization. n.d.(a). **Global Code of Ethics for Tourism.** Retrieved January 22, 2015 from http://ethics.unwto.org/en/content/global-code-ethics-tourism

World Tourism Organization. n.d.(b). **Understanding Tourism: Basic Glossary.** Retrieved January 19, 2015 from http://media.unwto.org/en/content/understanding-tourism-basic-glossary

World Tourism Organization. 2004. **Indicators of Sustainable Development for Tourism Destination: A Guidebook.** Retrieved November 9, 2013 from http://www.adriaticgreenet.org/icareforeurope/wp-content/uploads/2013/11/Indicators-of-Sustainable-Development-for-Tourism-Destinations-A-Guide-Book-by-UNWTO.pdf

World Tourism Organization. 2011. **Tourism towards 2030: Global Overview.** Retrieved January 16, 2015 from http://media.unwto.org/sites/all/files/pdf/unwto_2030_ga_2011_korea.pdf

APPENDICES

APPENDIX A

DATA ANALYSIS RESULTS OF THE OPINIONS OF TOURISTS TOWARD TOURIST ATTRACTIONS

Table A1 The Opinions of Thai Tourists toward Tourism in Pattaya, Chonburi Province (n = 49)

	Statements	Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	16.33	81.63	2.04	0.00	3.14	0.41
2	Tourist attraction is unique.	16.33	77.55	4.08	2.04	3.08	0.53
3	The nature of tourist attraction is beautiful.	22.45	67.35	8.16	2.04	3.10	0.62
4	I acquire new experience from tourist attraction.	20.41	75.51	20.04	2.04	3.14	0.54
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	10.20	61.22	24.49	4.08	2.76	0.66
6	The beach is clean.	20.41	48.98	28.57	2.04	2.88	0.75
7	Tourist attraction has clean air and no pollution.	20.41	57.14	20.41	2.04	2.96	0.71
8	Tourist attraction is calm and peaceful.	18.37	42.86	32.65	6.12	2.73	0.84
9	Tourist attraction is a place to relax.	22.45	67.35	10.20	0.00	3.12	0.56
Local People and Traditional Culture							
10	Local people are friendly.	26.53	67.35	6.12	0.00	3.20	0.54
11	Traditional culture is unique.	20.41	67.35	12.24	0.00	3.08	0.57
12	Traditional culture impresses me.	10.20	75.51	14.29	0.00	2.96	0.50
13	I am impressed in local food and local products.	20.41	63.27	16.33	0.00	3.04	0.61
14	Souvenirs and various gifts are available.	18.37	53.06	28.57	0.00	2.90	0.68
Information, Facilities and Safety							
15	Travel information is easy to access.	38.78	57.14	4.08	0.00	3.35	0.56
16	Direction sign makes tourist easy to travel.	28.57	63.27	8.16	0.00	3.20	0.58
17	Travel is safe.	26.53	61.22	12.24	0.00	3.14	0.61
18	I feel safe and secure during my visit.	20.41	63.27	14.29	2.04	3.02	0.66

Table A1 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	22.45	63.27	12.24	2.04	3.06	0.66
20	Service staff is able to assist.	22.45	65.31	8.16	4.08	3.06	0.69
21	The quality of accommodation is good.	18.37	73.47	8.16	0.00	3.10	0.51
22	Service quality at tourist attraction is high.	14.29	77.55	8.16	0.00	3.06	0.47

Table A2 The Opinions of Foreign Tourists toward Tourism in Pattaya, Chonburi Province (n = 50)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	14.00	84.00	2.00	0.00	3.12	0.39
2	Tourist attraction is unique.	16.00	80.00	4.00	0.00	3.12	0.44
3	The nature of tourist attraction is beautiful.	10.00	84.00	6.00	0.00	3.04	0.40
4	I acquire new experience from tourist attraction.	16.00	74.00	10.00	0.00	3.06	0.51
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	8.00	68.00	24.00	0.00	2.84	0.55
6	The beach is clean.	4.00	36.00	54.00	6.00	2.38	0.67
7	Tourist attraction has clean air and no pollution.	4.00	44.00	50.00	2.00	2.50	0.61
8	Tourist attraction is calm and peaceful.	24.00	52.00	24.00	0.00	3.00	0.70
9	Tourist attraction is a place to relax.	14.00	64.00	22.00	00.00	2.92	0.60
Local People and Traditional Culture							
10	Local people are friendly.	56.00	44.00	0.00	0.00	3.56	0.50
11	Traditional culture is unique.	38.00	60.00	2.00	0.00	3.36	0.53
12	Traditional culture impresses me.	30.00	58.00	12.00	0.00	3.18	0.63
13	I am impressed in local food and local products.	46.00	48.00	6.00	0.00	3.40	0.61
14	Souvenirs and various gifts are available.	42.00	48.00	10.00	0.00	3.32	0.65
Information, Facilities and Safety							
15	Travel information is easy to access.	14.00	68.00	18.00	0.00	2.96	0.57
16	Direction sign makes tourist easy to travel.	10.00	62.00	28.00	0.00	2.82	0.60
17	Travel is safe.	12.00	64.00	22.00	2.00	2.86	0.64
18	I feel safe and secure during my visit.	14.00	66.00	18.00	2.00	2.92	0.63

Table A2 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	2.00	20.00	74.00	4.00	3.28	0.95
20	Service staff is able to assist.	2.00	20.00	70.00	8.00	3.24	0.98
21	The quality of accommodation is good.	2.00	38.00	54.00	6.00	3.44	0.99
22	Service quality at tourist attraction is high.	36.00	52.00	12.00	0.00	3.24	0.66

Table A3 The Opinions of Thai Tourists toward Tourism on Samed Island, Rayong Province (n = 58)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	62.07	37.93	0.00	0.00	3.62	0.49
2	Tourist attraction is unique.	53.45	43.10	3.45	0.00	3.50	0.57
3	The nature of tourist attraction is beautiful.	68.97	29.31	1.72	0.00	3.67	0.51
4	I acquire new experience from tourist attraction.	34.48	60.34	5.17	0.00	3.29	0.56
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	39.66	58.62	1.72	0.00	3.38	0.52
6	The beach is clean.	44.83	55.17	0.00	0.00	3.45	0.50
7	Tourist attraction has clean air and no pollution.	41.38	56.90	1.72	0.00	3.40	0.53
8	Tourist attraction is calm and peaceful.	50.00	41.38	8.62	0.00	3.41	0.65
9	Tourist attraction is a place to relax.	58.62	39.66	1.72	0.00	3.57	0.53
Local People and Traditional Culture							
10	Local people are friendly.	41.38	56.90	1.72	0.00	3.40	0.53
11	Traditional culture is unique.	20.69	63.79	15.52	0.00	3.05	0.60
12	Traditional culture impresses me.	20.69	58.62	20.69	0.00	3.00	0.65
13	I am impressed in local food and local products.	25.86	62.07	12.07	0.00	3.14	0.61
14	Souvenirs and various gifts are available.	13.79	53.45	29.31	3.45	2.78	0.73
Information, Facilities and Safety							
15	Travel information is easy to access.	48.28	48.28	3.45	0.00	3.45	0.57
16	Direction sign makes tourist easy to travel.	53.45	39.66	6.90	0.00	3.47	0.63
17	Travel is safe.	43.10	48.28	8.62	0.00	3.34	0.64
18	I feel safe and secure during my visit.	31.03	58.62	10.34	0.00	3.21	0.61

Table A3 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	46.55	53.45	0.00	0.00	3.47	0.50
20	Service staff is able to assist.	44.83	53.45	1.72	0.00	3.43	0.53
21	The quality of accommodation is good.	48.28	46.55	5.17	0.00	3.43	0.60
22	Service quality at tourist attraction is high.	37.93	53.45	8.62	0.00	3.39	0.62

Table A4 The Opinions of Foreign Tourists toward Tourism on Samed Island, Rayong Province (n = 39)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	66.67	30.77	2.56	0.00	3.64	0.54
2	Tourist attraction is unique.	38.46	56.41	5.13	0.00	3.33	0.58
3	The nature of tourist attraction is beautiful.	71.79	25.64	2.56	0.00	3.69	0.52
4	I acquire new experience from tourist attraction.	33.33	53.85	12.82	0.00	3.21	0.66
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	48.72	51.28	0.00	0.00	3.48	0.51
6	The beach is clean.	66.67	33.33	0.00	0.00	3.67	0.48
7	Tourist attraction has clean air and no pollution.	56.41	41.03	2.56	0.00	3.54	0.55
8	Tourist attraction is calm and peaceful.	74.36	25.64	0.00	0.00	3.74	0.44
9	Tourist attraction is a place to relax.	79.49	17.95	2.56	0.00	3.77	0.48
Local People and Traditional Culture							
10	Local people are friendly.	82.05	12.82	5.13	0.00	3.77	0.54
11	Traditional culture is unique.	41.03	56.41	2.56	0.00	3.38	0.54
12	Traditional culture impresses me.	43.59	51.28	5.13	0.00	3.38	0.59
13	I am impressed in local food and local products.	61.54	35.90	2.56	0.00	3.59	0.55
14	Souvenirs and various gifts are available.	17.95	48.72	33.33	0.00	2.85	0.71
Information, Facilities and Safety							
15	Travel information is easy to access.	43.59	48.72	7.69	0.00	3.36	0.63
16	Direction sign makes tourist easy to travel.	38.46	53.85	7.69	0.00	3.31	0.61
17	Travel is safe.	38.46	61.54	0.00	0.00	3.38	0.49
18	I feel safe and secure during my visit.	58.97	41.03	0.00	0.00	3.59	0.49

Table A4 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	71.79	28.21	0.00	0.00	3.72	0.46
20	Service staff is able to assist.	69.23	28.21	2.56	0.00	3.67	0.53
21	The quality of accommodation is good.	64.10	35.90	0.00	0.00	3.64	0.49
22	Service quality at tourist attraction is high.	58.97	38.46	2.56	0.00	3.56	0.55

Table A5 The Opinions of Thai Tourists toward Tourism in Chao Lao Beach, Laem Sadet Beach and Kung Krabaen Bay, Chanthaburi Province (n = 51)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	35.29	62.75	1.96	0.00	3.33	0.52
2	Tourist attraction is unique.	29.41	64.71	5.88	0.00	3.24	0.55
3	The nature of tourist attraction is beautiful.	41.18	58.82	0.00	0.00	3.41	0.50
4	I acquire new experience from tourist attraction.	19.61	72.55	7.84	0.00	3.12	0.52
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	31.37	64.71	3.92	0.00	3.27	0.53
6	The beach is clean.	45.10	50.98	3.92	0.00	3.41	0.57
7	Tourist attraction has clean air and no pollution.	45.10	52.94	1.96	0.00	3.43	0.54
8	Tourist attraction is calm and peaceful.	45.10	49.02	5.88	0.00	3.39	0.60
9	Tourist attraction is a place to relax.	33.33	64.71	1.96	0.00	3.31	0.51
Local People and Traditional Culture							
10	Local people are friendly.	27.45	70.59	1.96	0.00	3.25	0.48
11	Traditional culture is unique.	23.53	70.59	5.88	0.00	3.18	0.52
12	Traditional culture impresses me.	15.69	76.47	7.84	0.00	3.08	0.48
13	I am impressed in local food and local products.	31.37	62.75	5.88	0.00	3.25	0.56
14	Souvenirs and various gifts are available.	19.61	66.67	13.73	0.00	3.06	0.58
Information, Facilities and Safety							
15	Travel information is easy to access.	37.25	58.82	3.92	0.00	3.33	0.55
16	Direction sign makes tourist easy to travel.	33.33	64.71	1.96	0.00	3.31	0.51
17	Travel is safe.	37.25	58.82	3.92	0.00	3.33	0.55
18	I feel safe and secure during my visit.	35.29	60.78	3.92	0.00	3.31	0.55

Table A5 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	27.45	70.59	1.96	0.00	3.25	0.48
20	Service staff is able to assist.	27.45	70.59	1.96	0.00	3.25	0.48
21	The quality of accommodation is good.	29.41	68.63	1.96	0.00	3.27	0.49
22	Service quality at tourist attraction is high.	25.49	66.67	7.84	0.00	3.18	0.56

Table A6 The Opinions of Foreign Tourists toward Tourism in Chao Lao Beach, Laem Sadet Beach and Kung Krabaen Bay, Chanthaburi Province (n = 7)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	57.14	42.86	0.00	0.00	3.57	0.53
2	Tourist attraction is unique.	57.14	42.86	0.00	0.00	3.57	0.53
3	The nature of tourist attraction is beautiful.	57.14	42.86	0.00	0.00	3.57	0.53
4	I acquire new experience from tourist attraction.	42.86	57.14	0.00	0.00	3.43	0.53
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	42.86	57.14	0.00	0.00	3.43	0.53
6	The beach is clean.	42.86	57.14	0.00	0.00	3.43	0.53
7	Tourist attraction has clean air and no pollution.	42.86	57.14	0.00	0.00	3.43	0.53
8	Tourist attraction is calm and peaceful.	42.86	42.86	14.29	0.00	3.29	0.76
9	Tourist attraction is a place to relax.	42.86	57.14	0.00	0.00	3.43	0.53
Local People and Traditional Culture							
10	Local people are friendly.	57.14	42.86	0.00	0.00	3.57	0.53
11	Traditional culture is unique.	71.43	28.57	0.00	0.00	3.71	0.49
12	Traditional culture impresses me.	42.86	57.14	0.00	0.00	3.43	0.53
13	I am impressed in local food and local products.	42.86	57.14	0.00	0.00	3.43	0.53
14	Souvenirs and various gifts are available.	57.14	42.86	0.00	0.00	3.57	0.53
Information, Facilities and Safety							
15	Travel information is easy to access.	28.57	71.43	0.00	0.00	3.29	0.49
16	Direction sign makes tourist easy to travel.	28.57	71.43	0.00	0.00	3.29	0.49
17	Travel is safe.	28.57	71.43	0.00	0.00	3.29	0.49
18	I feel safe and secure during my visit.	28.57	71.43	0.00	0.00	3.29	0.49

Table A6 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	28.57	71.43	0.00	0.00	3.29	0.49
20	Service staff is able to assist.	28.57	71.43	0.00	0.00	3.29	0.49
21	The quality of accommodation is good.	28.57	71.43	0.00	0.00	3.29	0.49
22	Service quality at tourist attraction is high.	28.57	71.43	0.00	0.00	3.29	0.49

Table A7 The Opinions of Thai Tourists toward Tourism on Chang Island, Trat Province (n=36)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	25.00	72.22	2.78	0.00	3.22	0.48
2	Tourist attraction is unique.	27.78	69.44	2.78	0.00	3.25	0.50
3	The nature of tourist attraction is beautiful.	55.56	41.67	2.78	0.00	3.53	0.56
4	I acquire new experience from tourist attraction.	38.89	58.33	0.00	2.78	3.33	0.63
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	33.33	61.11	2.78	2.78	3.25	0.65
6	The beach is clean.	30.56	58.33	8.33	2.78	3.17	0.70
7	Tourist attraction has clean air and no pollution.	52.78	28.89	8.33	0.00	3.44	0.65
8	Tourist attraction is calm and peaceful.	47.22	41.67	11.11	0.00	3.36	0.68
9	Tourist attraction is a place to relax.	50.00	44.44	5.56	0.00	3.44	0.61
Local People and Traditional Culture							
10	Local people are friendly.	44.44	52.78	2.78	0.00	3.42	0.55
11	Traditional culture is unique.	41.67	50.00	8.33	0.00	3.33	0.63
12	Traditional culture impresses me.	27.78	58.33	13.89	0.00	3.14	0.64
13	I am impressed in local food and local products.	25.00	69.44	2.78	2.78	3.17	0.61
14	Souvenirs and various gifts are available.	27.78	63.89	8.33	0.00	3.19	0.58
Information, Facilities and Safety							
15	Travel information is easy to access.	30.56	55.56	13.89	0.00	3.17	0.65
16	Direction sign makes tourist easy to travel.	25.00	66.67	8.33	0.00	3.17	0.56
17	Travel is safe.	27.78	63.89	8.33	0.00	3.19	0.58
18	I feel safe and secure during my visit.	27.78	63.89	8.33	0.00	3.19	0.58

Table A7 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	36.11	52.78	8.33	2.78	3.22	0.72
20	Service staff is able to assist.	41.67	41.67	13.89	2.78	3.22	0.80
21	The quality of accommodation is good.	30.56	63.89	2.78	2.78	3.22	0.64
22	Service quality at tourist attraction is high.	16.67	72.22	8.33	2.78	3.03	0.61

Table A8 The Opinions of Foreign Tourists toward Tourism on Chang Island, Trat Province (n = 56)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Attributes of Tourist Attraction							
1	Tourist attraction is attractive.	48.21	51.79	0.00	0.00	3.48	0.50
2	Tourist attraction is unique.	37.50	35.71	26.79	0.00	3.11	0.80
3	The nature of tourist attraction is beautiful.	62.50	37.50	0.00	0.00	3.63	0.49
4	I acquire new experience from tourist attraction.	41.07	35.71	23.21	0.00	3.18	0.79
Natural Resources and Environment of Tourist Attraction							
5	The state of the nature environment is good.	33.93	57.14	8.93	0.00	3.25	0.61
6	The beach is clean.	17.86	51.79	26.79	3.57	2.84	0.76
7	Tourist attraction has clean air and no pollution.	50.00	39.29	10.71	0.00	3.39	0.68
8	Tourist attraction is calm and peaceful.	50.00	39.29	10.71	0.00	3.39	0.68
9	Tourist attraction is a place to relax.	53.57	44.64	1.79	0.00	3.52	0.54
Local People and Traditional Culture							
10	Local people are friendly.	82.14	17.86	0.00	0.00	3.82	0.39
11	Traditional culture is unique.	57.14	33.93	7.14	1.79	3.46	0.71
12	Traditional culture impresses me.	57.14	33.93	8.93	0.00	3.48	0.66
13	I am impressed in local food and local products.	60.71	30.36	8.93	0.00	3.52	0.66
14	Souvenirs and various gifts are available.	50.00	44.64	5.36	0.00	3.45	0.60
Information, Facilities and Safety							
15	Travel information is easy to access.	64.29	33.93	1.79	0.00	3.63	0.52
16	Direction sign makes tourist easy to travel.	41.07	53.57	5.36	0.00	3.36	0.59
17	Travel is safe.	53.57	41.07	5.36	0.00	3.48	0.60
18	I feel safe and secure during my visit.	75.00	25.00	0.00	0.00	3.75	0.44

Table A8 (Continued)

Statements		Percentage				Mean	Standard Deviation
		Strongly Agree	Agree	Disagree	Strongly Disagree		
Service Staff and Service Quality							
19	Service staff is able to provide service.	57.14	42.86	0.00	0.00	3.57	0.50
20	Service staff is able to assist.	55.36	44.64	0.00	0.00	3.55	0.50
21	The quality of accommodation is good.	51.79	44.64	3.57	0.00	3.48	0.57
22	Service quality at tourist attraction is high.	48.21	42.86	8.93	0.00	3.39	0.65

APPENDIX B

INTERVIEW QUESTIONS

Questionnaire Attached to the Dissertation on Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster

---

Questions for Interviewing Managerial Officers or Senior Officers in Government and Related Organizations

1. How does your organization play roles in provincial tourism and/or tourist attraction development aiming at the sustention?
2. How were the past policy and the strategies for provincial tourism and/or tourist attraction development? Were they in line with sustainable development? In which direction or field they should be improved?
3. What would be the new directions for sustainable tourism development? What are significant factors or strategic measures required to fulfill the goal?
4. What is your opinion about tourism development according to the National Tourism Development Plan 2012-2016 which has classified provincial groups that have tourism potential in to eight clusters?
5. Has your organization taken the National Tourism Development Plan 2012-2016 into account for provincial development planning/local development planning? If yes, how has it managed?
6. Has the Ministry of Tourism and Sports publicized and clarified the essence of the National Tourism Development Plan 2012-2016, implemented the plan and set the action plan? If yes, how has it managed?
7. Has the Ministry of Tourism and Sports instructed how to prepare the provincial development plan/local development plan, especially in tourism development strategic issue? If yes, how have they managed?

8. Has your organization faced with problems or hindrances in implementing the National Tourism Development Plan 2012-2016 and in setting the projects as well as the tourism development strategy?
9. How did the Ministry of Tourism and Sports support the provincial tourism development or provincial cluster development?
10. Is there any organization participating in the provincial development planning/local development planning? If yes, who is it and how did it participate?
11. Regarding the provincial tourism/tourist attraction development project,
    1) Where did it originate from, the provincial governor's office, local administrative organizations, communities, or elsewhere?
    2) Where does the fund come from, from the Ministry of Tourism and Sports, the provincial governor's office, local administrative organizations, or elsewhere?
12. Is there any problem or hindrance incurring in your tourism management? To develop and manage the tourism in line with sustention, do you think any of the following factors is necessary for solving the development of your performances? Please clarify. (One answer or more can be responded.)
    - ☐ Cooperation among organizations
    - ☐ Sufficiency of resources
    - ☐ Personnel's potential and knowledge
    - ☐ Private sector's performances
    - ☐ Potential of local communities
    - ☐ Others (clarify) _____
13. How does the tourism cause positive and negative impacts to local communities or tourist attractions?
    - ☐ Economic impact
    - ☐ Social impact
    - ☐ Cultural impact
    - ☐ Natural resources and environmental impact
14. Could you express your opinion or suggestion on tourism development aiming at sustention?

☺☺☺☺ THANK YOU SO MUCH FOR YOUR HELP ☺☺☺☺

Questionnaire Attached to the Dissertation on Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster

---

Questions for Interviewing Representatives of the Private Sector

1. As the members in your tourism association perform various enterprises, could you give me the details of their main activities?
2. How were the past policy and the strategies for provincial tourism and/or tourist attraction development? Were they in line with sustainable development? In which direction or field they should be improved?
3. What would be the new directions for sustainable tourism development? What are significant factors or strategic measures required to fulfill the goal?
4. Is the private sector involved with tourism development? If yes, how do they participate/contribute?
   - ☐ Participation in provincial/provincial cluster development planning
   - ☐ Participation in local development planning together with the local administrative organization
   - ☐ Discussion, opinion expression, suggestion at meetings on community/provincial tourism development
   - ☐ Other aspects/attitudes (clarify) _____
5. How are the roles of the local administrative organization and other relevant organizations in tourism development in the tourist attraction areas?
6. How did private sector/association's activities support sustainable tourism development?
7. Are most enterprises' operations certified with environmental management system (EMS) such as ISO 14000, ISO 14001, GMP and HACCP?
8. How is enterprise/association's alertness or cooperation to environmental protection?

9. Is there any problem or hindrance incurring in your tourism management? To develop and manage the tourism in line with sustention, do you think any of the following factors is necessary for solving the development of your performances? Please clarify. (One answer or more can be responded.)

    ☐ Cooperation among organizations

    ☐ Sufficiency of resources

    ☐ Personnel's potential and knowledge

    ☐ Private sector's performances

    ☐ Potential of local communities

    ☐ Others (clarify) _____

10. How does the tourism cause positive and negative impacts to local communities or tourist attractions?

    ☐ Economic impact

    ☐ Social impact

    ☐ Cultural impact

    ☐ Natural resources and environmental impact

10. Could you express your opinion or suggestion on tourism development aiming at sustention?

☺☺☺☺ THANK YOU SO MUCH FOR YOUR HELP ☺☺☺☺

Questionnaire Attached to the Dissertation on Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster

---

Questions for Interviewing Communities' Leaders

1. How were the past policy and the strategies for provincial tourism and/or tourist attraction development? Were they in line with sustainable development? In which direction or field they should be improved?
2. What would be the new directions for sustainable tourism development? What are significant factors or strategic measures required to fulfill the goal?
3. Is the local community involved with tourism development? If yes, how do they participate/contribute?
   - ☐ Participation in provincial development planning
   - ☐ Participation in local development planning together with the local administrative organization
   - ☐ Discussion, opinion expression, suggestion at meetings on community/provincial tourism development
   - ☐ Other aspects/attitudes (clarify) _____
4. How are the roles of the local administrative organization, private sector and other relevant organizations in tourism development in the tourist attraction areas?
5. What is your role in tourism development and management in your community or tourist attraction? Is it in line with sustention?
6. How does the tourism cause positive and negative impacts to local communities or tourist attractions?
   - ☐ Economic impact
   - ☐ Social impact

☐ Cultural impact

☐ Natural resources and environmental impact

7. Could you express your opinion or suggestion on tourism development aiming at sustention?

☺☺☺☺ THANK YOU SO MUCH FOR YOUR HELP ☺☺☺☺

APPENDIX C

QUESTIONNAIRE FOR TOURISTS SURVEY

The Questionnaire of Tourist's Opinions toward Tourist Attraction

The purpose of the questionnaire is to survey tourists' opinions toward tourist attraction. This is a part of dissertation named "Policy Framework and Strategic Measures for Enhancing Sustainable Tourism Development: A Case of Active Beach Tourism Cluster" which fulfills the requirements for the degree of Doctor of Public Administration, School of Public Administration, the National Institute of Development Administration (NIDA). Moreover, the results will be useful for sustainable tourism development.

Part I Personal Data

Direction: Please mark ✓ in ❍ and fill up the following with the correct details about yourself.

1. Sex ❍ 1) Male ❍ 2) Female

2. Age ❍ 1) Below 20 years ❍ 2) 21-30 years ❍ 3) 31-40 years
❍ 4) 41-50 years ❍ 5) More than 50 years

3. Nationality (Please specify) …….

4. Home City (Please specify) …….

5. Length of Stay (Please specify) …….days

Part II Tourist's opinions toward tourist attraction.

Direction: Please put a ✓ on the box that corresponds to your answer.

No.	Statements	Strongly Agree	Agree	Disagree	Strongly Disagree
	Attributes of Tourist Attraction.				
1	Tourist attraction is attractive.				
2	Tourist attraction is unique.				
3	The nature of tourist attraction is beautiful.				
4	I acquire new experience from tourist attraction.				

No.	Statements	Strongly Agree	Agree	Disagree	Strongly Disagree
	Natural Resources and Environment of Tourist Attraction				
5	The state of the nature environment is good.				
6	The beach is clean.				
7	Tourist attraction has clean air and no pollution.				
8	Tourist attraction is calm and peaceful.				
9	Tourist attraction is a place to relax.				
	Local People and Traditional Culture				
10	Local people are friendly.				
11	Traditional culture is unique.				
12	Traditional culture impresses me.				
13	I am impressed in local food and local products.				
14	Souvenirs and various gifts are available.				
	Information, Facilities and Safety				
15	Travel information is easy to access.				
16	Direction sign makes tourist easy to travel.				
17	Travel is safe.				
18	I feel safe and secure during my visit.				
	Service Staff and Service Quality				
19	Service staff is able to provide service.				
20	Service staff is able to assist.				
21	The quality of accommodation is good.				
22	Service quality at tourist attraction is high.				

<u>Part III</u> Further opinions for sustainable tourism development.

<u>Direction</u>: Please provide your suggestions for sustainable tourism development in these following:

1. Conservation of natural resources and environment in tourist attraction.

_____

_____

_____

2. Reinforcement and conservation of local culture.

_____

_____

_____

3. Infrastructure, facility development and security.

_____

_____

_____

4. Service Staff and Service Quality.

_____

_____

_____

5. Other suggestions.

_____

_____

_____

☺☺☺☺☺☺ Thank You Very Much for Your Valuable Comments ☺☺☺☺☺☺

APPENDIX D

LIST OF INFORMATION PROVIDERS

List of Information Providers

Macro-level Organizations

1. Ms. Klairoong Poonpon	Senior Forestry Technical Officer, National Parks, Wildlife and Plant Conservation Department Interview date: March 13, 2014 Interview duration: 1 hour
2. Ms. Wanna Cholpraves	Director, International Tourism Cooperation, Department of Tourism, Ministry of Tourism and Sports Interview date: March 19, 2014 Interview duration: 1 hour 50 minutes
3. Dr. Chuwit Mitrchob	Director, Strategic Management Office, Designated Areas for Sustainable Tourism Administration Interview date: April 10, 2014 Interview duration: 1 hour 30 minutes

List of Information Providers

Chonburi Province

1. Dr. Prathan Surakitbovorn	Chief, Chonburi Governor's Office Chief, Eastern Province Cluster Office of Strategy Management Interview date: April 4, 2014 Interview duration: 1 hour 30 minutes
2. Mr. Thantip Meeluksana	Director, Chonburi Provincial Office of Tourism and Sports Interview date: March 26, 2014 Interview duration: 1 hour 25 minutes
3. Ms. Onvara Karapin	Acting for Director of the Tourism Promotion Bureau, Office of Pattaya City Interview date: April 1, 2014 Interview duration: 1 hour
4. Mr. Phisarn Rattanapani	Legal Officer, Acting for Director of the Art and Culture, Office of Pattaya City Interview date: April 4, 2014 Interview duration: 40 minutes
5. Mr. Taweebhong Wichaidit	Managing Director, Designated Areas for Sustainable Tourism Administration, Area 3 (Pattaya City and Vicinity) Interview date: April 1, 2014 Interview duration: 1 hour 30 minutes

6. Mr. Sinchai Wattanasatsatorn	President, Pattaya Business and Tourism Association Interview date: April 16, 2014 Interview duration: 45 minutes
7. Ms. Rojjana Archsong	Pattaya Community Committee Member Interview date: March 8, 2014 Interview duration: 25 minutes
8. Anonymous Interviewee	Villager Interview date: March 8, 2014 Interview duration: 20 minutes

List of Information Providers

Rayong Province

1. Mr. Surachai Suksawat	Chief, Strategy for Province Development Group, Rayong Governor's Office Interview date: October 22, 2014 Interview duration: 1 hour 10 minutes
2. Ms. Kunchala Suchitakul	Plan and Policy Analyst, Professional Level, Rayong Provincial Office of Tourism and Sports Interview date: October 22, 2014 Interview duration: 50 minutes
3. Mr. Hisrunset Wongbamru	Chief Administrator, Phe Sub-district Administrative Organization Interview date: November 7, 2014 Interview duration: 1 hour 45 minutes
4. Ms. Sulawan Phetnakhorn	Plan and Policy Analyst, Phe Sub-district Administrative Organization Interview date: November 7, 2014 Interview duration: 30 minutes
5. Ms. Chuanchom Primphol	Assistant Clerk, Phe Sub-district Administrative Organization Interview date: November 7, 2014 Interview duration: 15 minutes

6. Ms. Patsalin Swettarat	Assistant Director, Tourism Authority of Thailand, Rayong Office Interview date: October 22, 2014 Interview duration: 1 hour
7. Mr. Soomet Saitong	Superintendent, Khao Leam Ya - Moo Koh Samed National Park Interview date: November 7, 2014 Interview duration: 40 minutes
8. Ms. Alissara Sa-nguannam	Nature Interpretation and Recreation Staff, Khao Leam Ya - Moo Koh Samed National Park Interview date: November 7, 2014 Interview duration: 40 minutes
9. Mr. Chairat Trirattanajarasporn	Chairman, Rayong Tourist Association Interview date: November 7, 2014 Interview duration: 1 hour 15 minutes
10. Ms. Chanchira Sangsuwan	Chairman, Samed Island Community-based Enterprise Interview date: November 22, 2014 Interview duration: 1 hour 20 minutes
11. Mr. Suthon Sangsuwan	Village Headman, Moo 4 (Samed island) Phe Sub-district Interview date: November 22, 2014 Interview duration: 20 minutes
12. Mr. Prachub Chamniensri	Community Wiseman Interview date: October 22, 2014 Interview duration: 10 minutes

List of Information Providers

Chanthaburi Province

Focus Group Discussion at Chanthaburi Governor's Office,
May 12, 2014 at 1.00-3.30 p.m.

1. Mr. Sucheep Phanchan	Chief, Chanthaburi Governor's Office
2. Ms. Rattana Nichakal	Chief, Strategy for Province Development Group, Chanthaburi Governor's Office
3. Mr. Piyabuth Tiamsawet	Plan and Policy Analyst, Chanthaburi Governor's Office
4. Mr. Tikamporn Suttiudomrat	Director, Chanthaburi Provincial Office of Tourism and Sports

Focus Group Discussion at Klongkhud Sub-district Administrative Organization, April 24, 2014 at 2.00-4.00 p.m.

1. Dr. Pairote Pathranarakul	Assistant Professor, School of Public Administration, National Institute of Development Administration
2. Ms. Chanidapa Sangrot	Chief of the Office, Klongkhud Sub-district Administrative Organization
3. Mr. Palat Phatiphatwarakorn	Plan and Policy Analyst, Klongkhud Sub-district Administrative Organization
4. Ms. Wannapha Sisutok	Public Relations Officer, Klongkhud Sub-district Administrative Organization
5. Ms. Suwannee Karnkaew	Assistant Public Relations Officer, Klongkhud Sub-district Administrative Organization

6. Mr. Decha Panichkarn	Villager
7. Mr. Boonthieng Thumsiri	Villager
8. Mr. Apichai Pramuansuk	Villager
9. Ms. Sangduan Sutharo	Villager
10. Ms. Vipawan Sangchaiya	Villager

Interview

1. Mr. Anucha Thianchai	President, Chanthaburi Tourism Association Chairman, Chao Lao - Laemsadej Assembly Interview date: May 22, 2014 Interview duration: 50 minutes

List of Information Providers

Trat Province

1. Mr. Pinyo Prakobphon	Chief, Trat Governor's Office Interview date: July 18, 2014 Interview duration: 1 hour 10 minutes
2. Mr. Niwet Hansarmuth	Chief, Strategy for Province Development Group, Trat Governor's Office Interview date: July 18, 2014 Interview duration: 1 hour 10 minutes
3. Mr. Sittipon Thongpakdee	Municipal Clerk, Koh Chang Sub-district Municipality Interview date: June 6, 2014 Interview duration: 1 hour 10 minutes
4. Mr. Woranit Kayaras	Director, Tourism Authority of Thailand, Trat Office Interview date: June 4, 2014 Interview duration: 40 minutes
5. Mr. Veera Khunchairak	Superintendent, Moo Koh Chang National Park Interview date: June 6, 2014 Interview duration: 50 minutes
6. Major General Jaraspim Dhiralaksh	Managing Director, Designated Areas for Sustainable Tourism Administration, Area 1 (Koh Chang Islands and Related Areas) Interview date: June 5, 2014 Interview duration: 50 minutes

7. Mr. Poom Pinthep	Project Manager, Climate Protection in Tourism Project, German International Cooperation Interview date: June 5, 2014 Interview duration: 40 minutes
8. Mr. Nopparat Chomchoei	Secretary, Trat Tourism Association Interview date: June 6, 2014 Interview duration: 1 hour 15 minutes
9. Ms. Patcharin Pholkat	Chairman, Salak Kok Traditional Guide Club, Chang Island Interview date: June 7, 2014 Interview duration: 1 hour 45 minutes
10. Ms. Sangvorn Mitmakorn	Chairman, Women's Community Salak Kok Village Development Volunteer, Chang Island Interview date: June 7, 2014 Interview duration: 15 minutes
11. Mr. Sutee Jirangsri	Village Headman Moo 1, Koh Chang Sub-district Interview date: June 7, 2014 Interview duration: 25 minutes

APPENDIX E

LETTER FOR INTERVIEW REQUEST

ที่ ศธ ๐๕๒๖.๐๒(๓)/ว.๔๑๒

คณะรัฐประศาสนศาสตร์
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กรุงเทพฯ ๑๐๒๔๐

๑ พฤษภาคม ๒๕๕๗

เรื่อง ขอความอนุเคราะห์สัมภาษณ์ข้อมูลในการทำวิทยานิพนธ์

เรียน

ด้วย นางสาวแพรดาว ฟูพาณิชย์พฤกษ์ รหัสประจำตัว ๕๓๒๐๑๔๒๐๑๙ นักศึกษาหลักสูตรรัฐประศาสนศาสตรดุษฎีบัณฑิต สาขานโยบายสาธารณะ คณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ กำลังศึกษาวิจัยในหัวข้อ เรื่อง นโยบายและกลยุทธ์การพัฒนาการท่องเที่ยวอย่างยั่งยืน : กรณีคลัสเตอร์ท่องเที่ยวกลุ่ม Active Beach"

ในการนี้ คณะรัฐประศาสนศาสตร์ ได้พิจารณาเห็นว่าหน่วยงานของท่านเป็นหน่วยงานที่น่าสนใจและมีขอบข่ายการดำเนินงานที่เกี่ยวข้องกับหัวข้อที่ศึกษา จึงเรียนมาเพื่อขออนุญาตให้นางสาวแพรดาว ฟูพาณิชย์พฤกษ์ ค้นคว้าข้อมูลและสัมภาษณ์ผู้ที่เกี่ยวข้องในหน่วยงานของท่าน หากข้อมูลและรายละเอียดใดที่พอจะเปิดเผยให้นักศึกษาทราบได้ขอความกรุณาอำนวยความสะดวกให้ด้วย ทั้งนี้ ท่านสามารถประสานงานกับ นางสาวแพรดาว ฟูพาณิชย์พฤกษ์ ได้ที่เบอร์โทรศัพท์ ๐๘-๑๘๑๖-๘๕๓๔ Email: praedau@hotmail.com

คณะรัฐประศาสนศาสตร์ หวังเป็นอย่างยิ่งว่าคงได้รับความอนุเคราะห์จากท่านด้วยดี จึงขอขอบคุณมา ณ ที่นี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.บุญอนันต์ พินัยทรัพย์)
รองคณบดีฝ่ายวิชาการ
ปฏิบัติราชการแทนคณบดีคณะรัฐประศาสนศาสตร์

สำนักงานเลขานุการคณะ (กลุ่มงานการศึกษา)
โทรศัพท์ ๐-๒๗๒๗-๓๙๑๘
โทรสาร ๐-๒๓๗๗-๓๒๔๓

APPENDIX F
FIGURES FOR RESEARCH

Figure F: 1 Focus Group Discussion at Klongkhud Sub-district Administrative Organization, Chanthaburi Province

Figure F: 2 Interview with Major General Jaraspim Dhiralaksh and Mr. Poom Pinthep at Bang Bao Community, Chang Island, Trat Province

Figure F: 3 Interview with Ms. Chanchira Sangsuwan at Sai Kaew Beach, Samed Island, Rayong Province

Figure F: 4 Interview with Ms. Patcharin Pholkat at Salak Kok Village, Chang Island, Trat Province

Figure F: 5 Interview with Ms. Sangvorn Mitmakorn at Salak Kok Village, Chang Island, Trat Province

Figure F: 6 Interview and Questionnaire Collection at Jomtien Beach, South Pattaya, Chonburi Province

BIOGRAPHY

NAME	Praedau Foopanichpruk
ACADEMIC BACKGROUND	Bachelor's Degree with a major in Statistics from Kasetsart University, Bangkok, Thailand in 1998 Master's Degree in Business Economics from Kasetsart University, Bangkok, Thailand in 2003
EXPERIENCES	2007 - Present Researcher, Research Department Affairs at University of the Thai Chamber of Commerce, Bangkok, Thailand 2004 - 2006 Researcher, Office of Planning and Development at University of the Thai Chamber of Commerce, Bangkok, Thailand 1999 - 2003 Plan and Policy Analyst, Planning Division at National Institute of Development Administration (NIDA), Bangkok, Thailand