

# **6G Principles of Local Administration for Wealth and Sustainability of Thai Society**

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## **Abstract**

According to the National Government Organization Act, the Thai government administration is divided into 3 levels: central, provincial and local (Yeema, 2012: 69). Due to the national security problem, the Thai government emphasizes on centralization to the central administration and the provincial administration, rather than decentralization, the local government administration has been therefore encountered with the certain problems. Referring to the administrative styles mentioned above, the problems of local government administration can be concluded into 4 aspects: work management, financial management, human resources administration, and public participation (Department of Local Administration, 2011). As a result, these 4 aspects of problems are necessary to be urgently solved in order to enhance the local government administration's efficiency and effectiveness in local administrative organizations and provide good public services to people.

The Thai local administration has evolved over a hundred years, probably it is longer than the democratic system. After the People's Party introduced new form of government, the absolute monarchy was changed into the democracy under the policy of the People's Party at that time, local people were capable of self-governing like the western countries. Nevertheless, the local self-government system has not been concretely used; it was just a statement mentioned in the government's policy. Until the Constitution of the Kingdom of Thailand was promulgated in 1997, the decentralization to local government and self-governance of local people began to practically apply.

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Nevertheless, determining the vision on how Thai local administration is going to be for the next 10-20 years remains unclear and no one cares for answering this question. Therefore, it is necessary to think outside the existing box by changing the traditional concept from local governance to local administration—to reflect that the organizations related to administrating or managing rather than governing, and also changing the people to the citizen to show that all local members have their political rights to vote their representatives for local administrative management (Suwanmongkol, 2008: 4). The executives of local administration must have the certain autonomy level to manage the various fields of local administration. The autonomy is certainly under the permission of the law and subject to the principles of self-local government. Furthermore, local administration must comply with the good governance principles to level up administrative performances to reach the international standard. To reach the goal, the different public services are required to define and evaluate for further local development.

Administration of local organizations, together with the decentralization principles, is one of the democratic public administration strategies. Democratic public administration aims to reduce roles of central government. However, the central government still carries on the important missions as many as necessary.

People can participate in administrating and managing their own community according to people's intention to distribute the governing power to people in local villages and sub-districts. These are the practical foundation governance of the democratic country leading to the local governance. The local governance aims to take care of people's living quality, to contribute services, and to develop the sub-districts in economic, social, and cultural aspects as well as other duties as prescribed by law. Consequently, each community must be encouraged to be a strong community to preserve and protect its own resources for local people with human dignity as specified in the Constitution. Therefore, decentralization of governmental power allows local communities to be self-governing. Overall, it strengthens people of the country and returns some power to people to make their decisions on essential issues of their community. All local communities in Thailand need to adjust their role from only receiving public services from the central organizations to being the public service provider of their own communities. (Wattana, 2001: 65)

Decentralization in local self-government style is very important to strengthen the community by allowing the community itself to govern and manage community services, local self-administration, financial and fiscal management, and relevant laws. Moreover, basic

democratic knowledge should be spread—like establishing a school teaching local people about democratic local governance to further reach the national level. The intentions of local government are based on the idea that people can participate and share responsibility towards their community to increase the capabilities and efficiency in public management thoroughly and meet the requirements of local people as necessary. The expected achievement is that local people, organizations and other agencies can participate in administrative management by using their rights to elect their own members of the local council, take part in local development activities, supervision and inspection, and propose the local ordinance (Phuangngam, 2001: 4).

Nowadays, the organization that can achieve its objectives must have the principles of efficient and effective organizational administration and management. Both public and private sectors, including leaders and executives must gain knowledge, acquire abilities, sharpen visions and follow good guidelines on administration in order to lead the organization to the achievement in all aspects. Besides administration and management knowledge, leaders and executives should understand their own organizations, officers, and changes. However, efficiency and effectiveness are obviously important. The efficient organization brings about effectiveness, while

the effective organization leads to success which is good and beneficial to both executives and personnel in the organization. Effectiveness can be considered at 2 levels. 1. Personnel effectiveness means working performance of personnel that meets the requirements and expectation of the team. The results of the effective performance are certainly produced in terms of qualities such as accuracy, values, and appropriateness. 2. Organizational effectiveness focuses on organizational performance consisting of 5 indicators: (1) effective production which manufacturing products that meets organization's needs in terms of quantity and quality; (2) effectiveness of resource utilization which input-output ratio is worthy used; (3) satisfaction of organization's performance which results in success required and expected by the organization's members; (4) management of organizational changes that can adjust the operation to suit various situations from inside and outside the organization;

(5) organizational development that can increase organization's potential and proficiency according to changing environment (Lertpaithoon, 2000). Referring to the text mentioned above, the author is interested in local administrative principles and guidelines. In addition, the article in the book entitled "World Out of Balance" written by Paul A. Laudicina has analyzed and indicated 5 factors that influence future global environmental changes as

follows: 1) globalization change, 2) global population change, 3) change of new customers, 4) natural resources and environmental problems, 5) trends in regulations and claims for benefit protection (Sirisamphan, 2006).

Providing services to a local administrative organization is very important because it is the foundation of democratic organization and also a guideline for developing and strengthening the local administrative organization according to social, economic, political and environmental factors affecting the organization. Therefore, it is necessary to apply the efficient and effective management principles to respond to people's needs. Local resources should be utilized and allocated fairly and thoroughly to their local people for maximum benefits. Social, economic and political differences and diversity in each community are the challenges that each local administrative organization encounters inevitably. Under the intention of discussing and debating constructively, developing sustainably, and applying guidelines to produce benefits for the future local administrative organization, the author proposes 6Gs principles. These principles are based on the 5Gs principles established by Associate Professor Wuttisan Tanchai in special lecture series on "Exit for Thailand: 5Gs for local fairness, creativity, and sustainability". The sixth G stands for Go Sustainable. All aspects of local governance must build up for the sustainability and strength of local

administrative organizations. The following main components are proposed as frameworks and guidelines for community management of local administrative organizations.

### G1: Good Governance

Good governance includes not only legitimacy of law enforcement, honesty, transparency of the use of governing power, and public participation. Local administrative organizations must be developed for reviewing administrative systems in accordance with the good governance principles. Studying about effective local administrative organizations, Kohklang,(2016)

Both solving problems temporarily—expecting for only short-term solutions and developing merely in superficial and tasteless ways must be changed into developing the organization in order to keep the balance by paying greatly attention and importance to the environmental impacts as well. It shows that nature, food security, income, and cultural ways of living, are all the foundation of life. Natural resource depletion can lead to social conflicts. In addition, large-scale infrastructure development projects implemented to support economic development have caused environmental quality problems and brought about people's well-being problems. To enhance development of quality, as a result, local operation and management should be adapted in accordance with environmental

conservation concept which the global community is paying great attention. Besides, effective control measure for handling with natural disasters and other hazards that may happen in the future should be created. The main goals are to restore attractiveness and livability to communities and to develop people's good quality of living sustainably. The goals can be achieved by creating waste management innovation with the collaboration of local people. Waste water treatment for returning clear water to community can make local people smile. Changing the polluted community to the low carbon city, and the integrated green city building concept are supported. Moreover, designing the city plan in the appropriate directions in order to prevent the city from disaster and providing public parks, fresh air places, for local people are also concerned. In addition, providing adequate and long-term organic food sources, increasing many more organic farming systems and collaborating with other outside organizations should be promoted and supported to create good societies and construct the good organic food management model. Under the Buddhist beliefs, religious activities, such as forest ordination rites and river prolonging ceremonies, can be held to make the communities go green. Applying Buddhist beliefs to preserve environment is like a good trick to cultivate people to become

conscious of forest and water source preservation.

### G3: Go Bountiful

Local administrative organizations need to develop themselves to become the bountiful and generous community found that transparent politicians or executives and public political participation affect efficiency and effectiveness of administration, leadership development and organizational development to handle with various changes and challenges from both inside and outside the organizations. Implementing administrative innovation is therefore important for renewal and redevelopment of Thai communities. Professional local leadership, mediation techniques for community reconciliation, well-being of communities according to Thai style of living, honest and transparent communities, sharing local administration law cases, constructing the body of knowledge concerning with legal principles that local people need to know for living, and clearing up all doubts what local people have questions and how to contact or communicate their problems to government agencies are all essential in the day and age.

However, according to the essential issues mentioned above, if local people cannot access and receive news and information, it is impossible that the decision-making process on policies and projects will be transparent. With

concealed decision-making process, there is no transparency, and people cannot involve or participate in decision making. So, the people are not liable for faults because they do not know mistakes or deficiencies are committed and do not know to whom they can claim the responsibility. At the same time, the rules of law are needed to ensure accountability. If there is no law and fair enforcement, the authorities could avoid their responsibility. If there are clear and fair rules of law for everybody in the society, people might expect what will happen in their society, and the development of community will be sustainable. People are regarded as a heart of administration in accordance with good governance of the local administrative organization because people have the citizen status and also can be important partners of any businesses. Good governance should be consequently applied to administration, including consultation, information disclosure, participation, transparent working management sticking to the rules of law, and effective utilization of resources to maximize benefits.

## G2: Go Green

Local administrative organizations must develop their communities to be green localities and must change styles of administration.

Public services must be beneficial to most of the population without ignoring any minority. The public service quality must be

improved by analyzing the diversity of the population. Services for certain group of people such as women, the elderly, youth and disadvantaged people should be specifically focused to strengthen and give opportunities to these people. Thuanthong Krutchon (2011) has studied this issue to develop accessible support system of health welfare of older adults in a local administrative organization. Since most of the elderly cannot access to the health welfare and services from the local administrative organizations, the development of supporting system, especially the policies and guidelines that support the management of health welfare for the elderly, can help more people access public health services. With this way of management, the local administrative organization can be the important mechanism that helps enhance fairness in society, emphasize the importance of people and quality of living, and provide more social welfare. As a result, under this kind of local organization, their local people are filled with happiness, warm families, strong community, peaceful society in accordance with the vision and intentions of the government's twelfth national economic and social development plan: "Thailand is stable, prosperous, sustainable and developed country with the development following the Philosophy of Sufficiency Economy"

## G4: Go Opulent

Local administrative organizations must develop their community to be opulent and prosperous to generate income for economic development, enhance local people to live in harmony and peace following the dynamics of Thai economic and social development. Local administrative organizations must change from the organizations which only keep waiting for government's money or budget to the organizations which are able to create new opportunities for earning their own income. There are many different methods to increase more income both direct and indirect ways. . The local organization can directly improve the tax and service charge collecting methods. There are also some direct ways to improve local income. The local organizations should launch local economic development projects, urban development and rehabilitation projects, being a partnership with private sectors to strengthen the local finance and economic self-reliance. If the main income sources are from their own local sources and business running by the local administrative organizations, it can reduce government's burden of central subsidies.

Income development also increases the quality of public services and strengthens the local fiscal and financial potential leading to the financial independence and the economic self-reliance and can obviously respond to spatial context of development. This shows that their own income is cost-worthy and used to

maximize benefits to the local people. It is also necessary to rely on the important thing which is called local wisdom used for adding value to local tourism, and creative city building used for boosting economy to community. To increase income to the community, embarking upon social enterprises and creating the new city image are like producing an own treasure in the community. Hence, economic growth is not only one aspect to be focused on, but also all dimensions of people's way of living are considered for happiness and well-being of local people.

#### **G5: Go Trendy**

Local administrative organizations must develop into modern localities, change their old working style—enjoy working quietly alone and fear talking with foreigners—to seeking new opportunities and challenges for development, such as preparing readiness for opportunities and burdens on entering the ASEAN community and international community, creating Thai local standing point in the ASEAN community, and keeping up with trends and social media. Building relationship beyond borders or between sister cities is another way to develop and raise from local level to international level. Moreover, establishing relationship with international cooperation organizations helps learn the body of knowledge about new techniques and modern technologies for organizational administration. International project participation and

cooperation can improve higher quality of working, strengthen effective organizations, and create new opportunities for economic development and for prosperity in local area.

#### G6: Go Sustainable

Local administrative organizations must develop into sustainable communities—that is to say, the organizations must balance their development in all aspects, including economy, politics, society, culture and natural resources and environment. With the balanced developments, people in the community have good health and well-being and can improve their full potential because community is the historical foundation with various ways of life, several cultures and different context and geography. Because of the current economic crisis, communities cannot build self-reliant economy and the economy is characterized into 2 systems: capital and community systems.

People consume and pay extravagantly. Communities are less self-reliant. All of these factors lead to community's weakness, debts, loss of interdependent culture, and scramble for resource ownership which bring about social inequality. For this reason, it results in the sustainable development so that local communities can define their way of living for the community strength and self-sustainability. As Professor Dr. Prawase Wasi mentioned that teaching people some knowledge will help

people access their own rights as citizens, as well as assembly rights for self-management and assembly rights for allocating local resources. Therefore, if people can participate in solving their own community problems at the beginning, social uprisings may be reduced (Office of Political Council, 2010). Sustainable development is the concept that is introduced after the failure of national development—people's well-being cannot be achieved. The country should be developed by all people of the nation. People should help define policies and projects together, listen to all problems and make decisions on the basis of economic and social concepts. The ultimate goal is to develop people's quality, morality, and happiness leading to community strength and sustainable development. People in the community will live comfortably, eat good food, and be happy.

Wisdoms should not be forgotten with respect to local governance service of local administrative organizations, because it is the root of Thai identity and is the outstanding knowledge in each locality. Local wisdoms do not only represent Thai nationhood, but also the important tool for developing in various aspects. Under the national crisis, Thai local wisdoms are forgotten, and international wisdoms are popular. Local wisdoms are the foundation of nation and the development of local administrative organization. The strength and stability of local administrative organizations

cannot be taken place without the strength of local members. The strength of locality cannot be also achieved without wisdoms. As a result, using of the 6Gs as mentioned earlier to the local governance of a local administrative organization is necessary to apply knowledge of wisdoms to improve the development and integrate both together to enhance the strength of local administrative organizations as well as communities. In addition, the 6Gs together with local wisdom can level up the local development in a constructive way, help support the successful development and management, and give inspiration to local administrative organizations. These components can enhance the foundation for strong national development in the future.

The local administrative organization must change 2 major ways for governing local community: the way of thinking and the way of working. Think of people first and work in accordance with the way people live and work. Wuttisan Tanchai ( 2016) shows that local administration is not just managing the organization, but also about administrating each responsible area with different problems and different costs. Furthermore, local governance of local administrative organization is not only organization management, but the city governance. The local organization must raise the spirit of the city and allow people to set their own breath of living to get them feel ownership

and want to participate in working together. This will affect the style and method of public service delivery. People, private sectors, civil society, and local governments are more involved in the management of local development activities. If the local administrative organization can link the way of thinking and the way of working homogeneously, people will trust and rely on the organization. Faith and determination will make people and the local administrative organization have mutual sympathy and understand each other. This mutual development is a good sign of unity and harmony of community in the future.

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