

INNOVATION IN THAI GOVERNMENT MANAGEMENT: A CASE STUDY OF INTEGRATED PROVINCIAL AND PROVINCIAL ADMINISTRATION POLICIES

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Abstract

This research aimed to analyze provincial and provincial cluster integrated administration policy, policy implementation driving mechanical, factors affecting policy implementation, and results of the policy implementation in cases areas of efficiency, effectiveness, and sustainability. Collected data by questionnaires from the members of provincial integrated administration policy in 3 EEC provinces total of 117 persons and In-depth interviews with the one concerned. The results showed that the policy needs reform to be more efficient, management provincial by strategic model and integration of work among provincial agencies in from of one plan one Target. It had been driven by administrative in 3 committees. The laws needed to develop were government planning and budgeting and works system. The governors were appointed as committee chairman; CEO, and committee members comprised representations from all stakeholders including provincial officers, state enterprises, and private sectors. In terms of factors affecting policy implementation, the research found that the first two factors with the highest average score were knowledge and understanding of the head of provincial agencies on integrated programs and the significance of working at the standard level. Second wear knowledge and abilities skills, and expertise of officers, suitability's, work quantity, and responsibility. As for the results of provincial and provincial cluster interrelated policy implementation, the research found that overall results were at a high level with an average score of 2.92. when considering each aspect, all three factors were at high to low fallows; effectiveness aspects (to meet practical targets) with an average score of 3.01, sustainable and extendable (to meet strategic target) with an average score of 2.96, and efficiency aspect (Cooperation among agencies) average score of 2.96.

Keywords: Provincial Cluster Integrated Administration; Policy Implementation; Policy Results

Introduction

Thai public administration is divided into three administrative structures, namely; Central, regional, and local government administrations in the past Thailand have adopted a model of public administration based on the concept of McWeber's bureaucracy, including consolidation of power, clear division of labor, sequential control over operations, command, and the use of rules as a working tool. There is no adjustment to the situation. As a result, the Thai bureaucracy has problems in terms of efficiency and effectiveness, lack of coordination and lack of coordination with the people, lack of unity, lack of work direction, intangible results, creating influence and power base of Government agencies, and corruption. Thailand has made efforts to develop the bureaucracy and reform the bureaucracy, but most of them have succeeded in procuring

technology for the development of civil servants, but the efficiency and effectiveness results are not satisfactory.

The Thai government has formulated a strategy for the development of Thailand's bureaucracy to be effective by adhering to the principles of good governance for the benefit of the people's health (Better Governance, Happier Citizens). The goal is for the bureaucracy to transform new ideas and methods of work to transform it into a credible and credible and trusted government, with key factors in the development of bureaucracy 4.0 include: Collaboration is an escalation of work beyond coordination or cooperation to collaboration (Office of the Public Sector Development Commission, 2017).

Integrated Public Management is one of the innovations in public administration that the Thai government pays attention to and uses to improve the quality of public administration, By applying the concept of strategic management to improve the Thai public administration system to create a link between the government agencies at the central and provincial level or the provincial or provincial level linked to the local administration and the business sector. Private and public sector. This is to ensure that the work of the government sector has a direction, goals, and work objectives, and has a clear roadmap to achieve strategic goals, and cooperation from all parties to achieve the strategic goals of development especially provincial government administration that must adopt centralized policies linked to local work and private sector work in the area, including the people sector that plays an important role in the development of the area under the real potential and needs of the area.

Objectives

The article has three main objectives present: Analyze the policy body for the content, nature, purpose, and purpose of the policy, and analyze policy driving, and factors affecting policy implementation. And analyze the successful implementation of the policy

Research Scopes

The research has defined the content of the research into two areas: policy analysis, driving analysis, and factors affecting policy implementation, analyze the successful implementation of the policy, and make recommendations for policy improvements.

Area and Sample: the sample for use in the quantitative study includes the Provincial and Provincial Cluster Integrated Administration. According to the announcement of each province in the 3 provinces, namely; Chonburi, Rayong, and Chachoengsao, 117 people. The qualitative study target population with in-depth interviews selected key stakeholders and contributors were; The governor or deputy governor assigned to be responsible for the policy, Representatives of the heads of government agencies, the Head of the provincial office, or a representative who has been assigned responsibility As a department secretary of policy. The private sector representatives who make up the committee are the provincial industry council and provincial chamber of commerce, representatives of government agencies involved in the center such as the Office of the Public Sector Development Commission, and academics in the field of Public Administration.

Research Period: The research period is from March 2020 to May 2021 for a total of 15 months, and the data collection period is from August 2020.

Literature Reviews

The Integrated Public Management

“Integrated Public Management” means the management of government affairs or government affairs arising from the reform of the work system to be the collaboration of agencies or government agencies in different ministries in every step from thinking, decision making, Practice, and responsible for the results of the work. The Integrated Public Management must focus on the goals or outcomes according to the Common Core Strategy (ONE PLAN), the work of the government in an integrated model, the agencies will work together to work together. Share resources, share knowledge, and create new things both plans, projects, and practices, working together will enhance the effectiveness and efficiency of bureaucracy in the central, regional, and local sectors. Including the participation of the private sector and the people involved in working with the government in the network system. The Office of Thai Government Development has designed an integrated government policy drive to reform the work of the Thai government as shown in Figure 1.

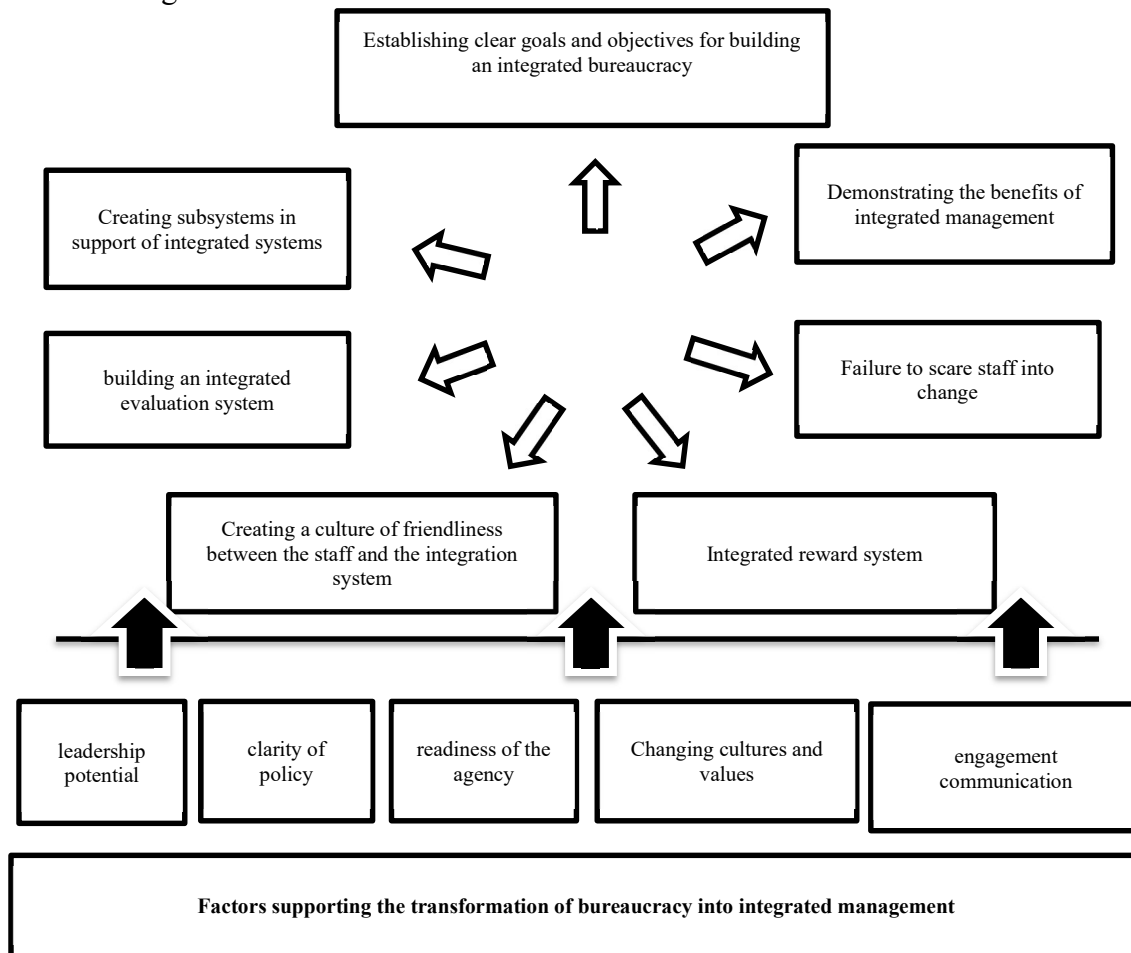


Figure 1: Components of building an integrated system in a government organization

Concepts of Public Policy

Public policy is a guideline set by the government as a guideline for managing the country in various fields to improve the quality of life of the people in the country, and determine the direction of the country, is a guideline for managing the country. Dye (1984) describes the policy process as follows; 1. Policy Formation, 2. Public policy formulation process. There are four types of policy-making: (1) Rational Model, (2) Incremental Model, (3) Elite Model, and (4) Group Model. 3. Policy Implementation process is an important step and one in which full-time government officials play a significant role in the implementation of the policy, which has six forms; (1) Rational Model, (2) Management Model, (3) Organization Development Model, (4) Bureaucratic Process Model, (5) Political Model, and (6) General Model. 4. Policy Evaluation is an assessment of the positive and negative impacts. The efficiency and effectiveness of the policy. 5. Policy Maintenance, Successions, Terminations is the process of taking the results of assessments for analysis to decide on continuity/substitution/termination/improvement of the policy. (Anatanorn, A., and Yossomsakdi, S., 2012). The public policy process, from the formation of the policy to the decision of the continuation/substitution/termination procedure. Every step is important and requires cooperation from all sectors. Including policymakers and policy leaders to implement must have moral and ethical conduct to achieve efficiency and effectiveness and maximum benefits to the people.

Policy Implementation

Implementation of a policy is a continuation of the policy formulation and is of great importance to the success or failure of the policy because if the policy is well defined and the implementation of the policy is good, the success of the policy is highly probable. If the policy is poorly formulated but the implementation of the policy is good, the policy is likely to succeed because the operator may be able to adjust the policy during its implementation. But if the policy is not well defined, the implementation of the policy is not good, the policy is likely to fail. (Anatanorn, A., and Yossomsakdi, S. 2012). Implementation of the policy It can be analyzed from several factors, as Yavaprabhas, S. (2005: 101) describes the determinants of success or failure of policy implementation, which can be summarized as follows:

1. The nature of the policy: (1) the type of the policy, (2) the relative benefits of the policy, (3) the consistency of the policy with the values, experiences, and needs of those affected by the policy, (4) the possibility of trial, (5) the efficacy of the policy, the policy effect can be seen, (6) the quality of the feedback.

2. The objectives of the policy are: (1) the clarity of the objectives must be clear and unambiguous, (2) the consistency of the objectives, (3) the difficulty of recognizing the objectives, (4) the indicators. The success of the policy, (5) the accuracy of the information available to the policy-making officials, (6) political feasibility, (7) government-private dialogue, (8) party support. Related matters, (9) the impact of policy on influential occupations, (10) elite support, (11) media support, (12) voter support.

3. The technical and theoretical possibilities include: (1) policy drafting is not complicated and has a small number of stakeholders, (2) demands a change in the behavior of policy leaders to implement, (3) reliable theory, (4) characteristics of the technology.

4. Availability of resources: (1) Sufficient financial support, (2) Staff strength and quality, (3) Administrative factors such as equipment, facilities, equipment, land, and other facilities, is there enough?

5. Characteristics of the organization implementing the policy are (1) type of organization, (2) structure and hierarchy of command, (3) leadership competence, (4) relationship with the policy-making body. ,(5) Hierarchy of open communication Enabling dialogue with outsiders Enabling the creation of vertical and horizontal bonds between officers will play an important role in determining the success or failure of the policy.

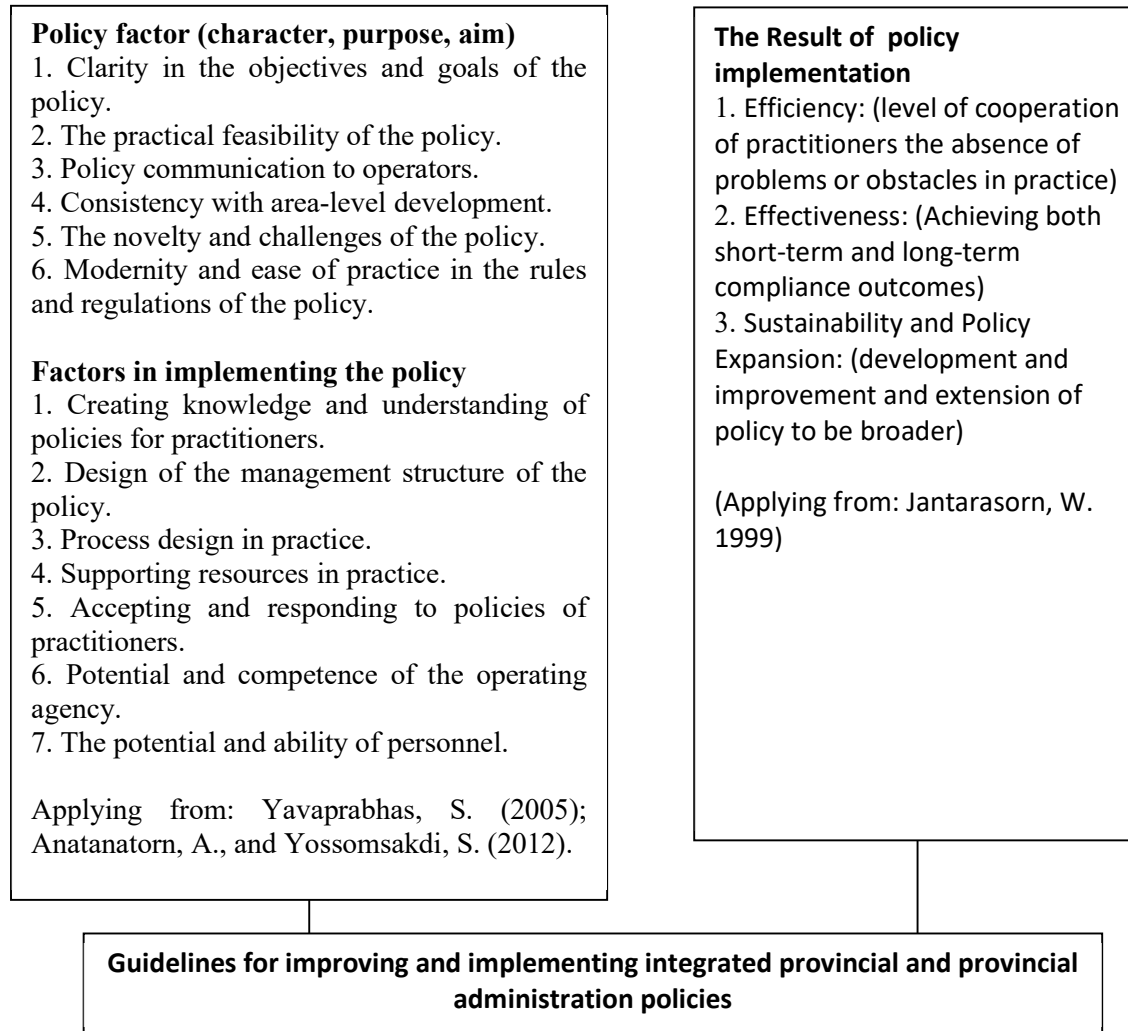
6. Attitudes of officers who implement policies

Measuring the Effects of Policy Implementation

The distinction between success or failure of policy implementation is imperative. Since the primary goal of policy implementation is to make it the success and failure of public policy implementation, what that means can be described in three ways. (Jantarasorn, W. (1999: 9-10) as follows; (1) The level of cooperation that the policy receiver has with the order issuer or the policymaker. If the level of cooperation is high, the degree of success under the implementation of the policy is also high, and vice versa, if the level of cooperation is low, it means the degree of failure in the implementation of the policy. Go practice will be high. (2) the fulfillment of the policy following the obligations of the responsible organization in a smooth and trouble-free manner. If the implementation of a policy is full of conflicts or more obstacles arise, the higher the level of failure is likely to be. (3) Whether the policy has resulted in short-run performance and/or causing a desirable impact?

Research Conceptual Frameworks

From the literature review, the researcher has used it as a framework for studying the policy analysis of integrated provincial administration in Thailand as follows:



Methodology

This research uses a model or a mixed research method between Qualitative Research and Quantitative Research by qualitative study. using education from official documents Such as policy documents, legal regulations, strategic plans, budget documents, textbooks, and Documentary research. Data from Deep interviews with policy-level executives, provincial-level executives, and public policy and public administration experts. and giving group interviews from the Integrated Provincial Executive Committee. A quantitative study used Survey Research. A questionnaire was used as a tool to collect from a population of workers involved in integrated provincial administration in 3 provinces in the Eastern Economic Corridor (EEC) area, namely: Chonburi, Rayong, and Chachoengsao. The instrument used to collect data was a questionnaire divided into three parts: Questions about policy analysis, policy guidelines, and objectives,

questions about organizational factors affecting the implementation of the policy, and questions about the success of the policy implementation, the questionnaire is a question. Closed-ended rating scale (Likert scale) uses the data type Interval scale, which has 5 levels of readiness rating.

Data analysis: Quantitative data analysis uses Descriptive Statistics, using Mean, and Standard Deviation statistics. Qualitative data analysis is the application of research data to systematize and synthesize, distinguish components, as well as link and correlate data through content analysis to obtain research findings. Including examining the conclusions or meanings that are accurate, pertinent, and believable, conclusions and interpretations may be in the form of an explanation of the analytical model and theoretical concepts.

Results

The policy of the Provincial and Provincial Cluster Integrated Administration of Thailand and driving the policy into action

The results of this section are the results of a study of official documents, academic works and related articles, and in-depth interviews with those involved in policy, practice, and experts. The provincial administration in Thailand originally had a governor appointed by the Ministry of Interior acting as the head of all government agencies from various ministries. In practice, the governor, although the supreme power in the province but will be able to give full command and supervision only in the departments under the Ministry of Interior. As for the work under other ministries, the provincial governor will act as a coordinator rather than a director and have no power to interfere, because the government agency will receive policies directly from the government agency affiliated with the central government. As a result, the provincial administration has no strategic and policy link, lacks unity, and has no clear direction. The integrated provincial administration is an innovation in public administration in Thailand, integrating the functions of various government agencies in terms of mission, planning, management, and budgeting. Aim for the province's strategic goals and the governor plays an increasingly important role as the Chief Executive Organization (CEO), Working towards the goal, or One province One plan One target, while the integrated provincial administration aims to link the relations in various aspects of neighboring provinces together to achieve regional development or Custer's. (One cluster One plan One target), This will help to establish a framework for the development of the area and the use of resources in a systematic way to solve problems between provinces effectively. Driving Policy, The government has designed mechanisms to drive the policy towards success as follows:

1. Design the policy management structure

Integrated provincial administration defines the structure of the policy-driven committee into 3 levels:

1.1 Upper levels are: Policy committee structure, chaired by the Prime Minister and ministers of all ministries are responsible for formulating the policy framework and systematizing the administration of provinces and provincial groups integrated at the regional level, Integrated Provincial and Provincial Executive Committee, Integrated Provincial Administrative Committee

1.2 The regional or provincial group is: the integrated provincial group committee, which is a combination of provinces with consistent economic, space, and social characteristics, has a chairman of the committee from the selection of the provincial governor who is responsible for directing and controlling the work of the provincial group according to the strategic region or provincial group.

1.3 Provincial level: The Provincial Integrated Executive Committee is chaired by the governor of each province and has the head of the provincial government, including representatives of the private sector, and the people's sector as committee members. It is responsible for the strategic planning and management of the plans and budgets of each department so that they are linked and aim for the same goals as the province.

2. Reform the law

Reform the working system and amend the rules so that the work of government agencies is integrated and link work between ministries, bureaus, departments, other government agencies and various sectors with provinces and provincial groups, such as the law on planning develop laws relating to the budget system, issue the Integrated Public Management Act, the Provincial and Provincial Cluster Integrated Administration Act. in order to facilitate and be a tool for driving strategies into concrete practical results, Including driving provincial development plans and provincial group development plans to be effective and connected to the regional and local levels to create economic stability and increase the country's overall competitiveness, including solving problems that exist in the area by encouraging ministries, departments, and private business and people sectors to participate in the integrated provincial administration system of the provincial governor through the planning process Develop provinces and provincial groups. And the preparation of provincial budgets and provincial groups for the provinces and provincial groups to formulate development strategies and directions for area development that are consistent with government policies and participate in driving such development plans for the development socio-economic potential of the area and the needs of the people.

3. Reform the working system

Support and encourage provinces and provincial groups to be able to develop provincial and provincial development plans by themselves to determine their development direction following the potential and needs of the people. Including the management of the budget of the provinces and provincial groups to be the most efficient, and able to respond to the needs of the people in the area appropriately. The preparation of the provincial and provincial group's annual budget request must be consistent with the annual government action plan of the province and provincial group, which must be based on the provincial development plan and the provincial group development plan, as the case may be, and integrate work. of the central authority, which consists of the Office of the National Economic and Social Development Board, the Budget Office, the Office of the Permanent Secretary, the Ministry of Interior, the Comptroller General's Department, and the Office of the Public Sector Development Commission to be in the same direction.

4. Reform the budget system

Budget system reform is an important approach used by the Thai government to drive integrated provincial administration policy by improving and reforming the budget system so that budget management from the government to the province is an integrated budget system in response to the strategy. The Budget Bureau has established the budgeting principles in the integration dimension by organizing government policies and plans for the administration of state affairs according to urgent importance, There is an integrated set of deputy ministers to be responsible for each work area and be responsible for the integration of the business sectors of each ministry following urgent policies and national strategies, let relevant agencies determine joint plans and goals before accepting a budget request from the Budget Bureau. Establish an integrated roadmap to align with the implementation of the government's urgent policy and reduce the duplication of output/project and operating budget (Bureau of the Budget, 2008). The Budget Bureau has set the integration work plan at this time to only 8 plans, such as water management research, problems on the southern border, drugs, road safety, tourism, etc. And in the fiscal year 2010, only 6 plans are left. Songkhla lake tourism research in the southern border region, water management, and budgeting research in an integrated manner, with issues classified according to national strategy and key government policies and divided into 4 topics as follows; (1) Increasing the country's competitiveness. (2) Reducing inequality. (3) Green growth. And (4) the administration of state affairs such as legal reform, bureaucratic restructuring, government manpower development, and tax restructuring. This goal is defined as the ultimate national goal that all provinces must implement an integrated provincial administration plan.

The provincial integrated budget administration requires the provincial governor to directly propose an integrated provincial budget, without having to go through the ministries and under the integrated provincial plan. The goals of the plans and the requested budget must be linked to the urgent policies and national strategic plans and must be consistent with the needs of the people in the area.

However, although the integrated provincial administration policy is a new management innovation that has benefits and clear goals, scholars have supported and there are some concerns in driving it, for example:

“The main goal of the policy is to develop the provincial administration system at the provincial, district level to provide strategic work to link the national strategy, provincial strategy, provincial group strategy, and local strategy. The work must be coordinated by government agencies, ministries in the provincial or provincial regions to be integrated from work plans, projects, and budgets.” (Interview with Pong-art Trikitwattana, former Deputy Secretary-General OCSC on January 12, 2021)

The results of the study of policy factors affecting the implementation of integrated provincial and provincial administration policies

The results of the analysis of questionnaires from respondents who are the integrated provincial administrative committee found that:

Policy factors affecting policy implementation were averaged at 3.38. The point with the highest average was the Provincial and Provincial Cluster Integrated Administration policy with clear objectives and goals, followed by the Provincial and Provincial Cluster Integrated Administration policies that are suitable for development to create sustainability in terms of economic, social, and political aspects of the area. The issue with the lowest average was the Provincial and Provincial Cluster Integrated Administration policy, a new form of government work that had challenges and motivates all departments to act. As in Table 1, the mean and standard deviation of policy factors affecting policy implementation (N = 117).

Issues	\bar{x}	S.D.	Meaning	Order
1. The policy has clear objectives and goals.	3.48	0.88	Moderated	2
2. The objectives, goals, and practices of the policy are practically realistic.	3.42	0.87	Moderated	3
3. The government has created a systematic understanding of the objectives, goals, and practices for practitioners at all levels.	3.38	0.92	Moderated	4
4. The policy is suitable for development to create sustainability in terms of the economy, society, and politics of the area.	3.50	0.84	Moderated	1
5. The policy has challenges and motivates all departments to act.	3.23	.75	Moderated	6
6. The regulations, rules, and procedures of the policy are up-to-date. Convenient, flexible, and not a barrier to work	3.24	0.87	Moderated	5
Overall	3.38	0.85	Moderated	-

The results of the analysis of organizational factors affecting the successful implementation of the Provincial and Provincial Cluster Integrated Administration policies.

The study found that overall, it was moderately average with a mean of 3.02. The point with the highest average was that the unit's supervisors had knowledge, and understanding of the integrated program to promote the development of the province and the integrated provincial group, and gave importance to the correct operation. It complies with the specified performance standards followed by the knowledge, abilities, skills, and proficiency in the integrated work of practitioners. The issue with the lowest mean was the reward or compensation for the staff who performed appropriately for the amount of work and responsibilities shown in Table 2.

Issues	\bar{x}	S.D.	Meaning	Order
1. Knowledge, competence, skills, and expertise in the integrated work of the staff's practitioners.	3.08	0.60	Moderated	2
2. The number of practitioners is sufficient for the amount of work.	2.98	0.71	Moderated	7
3. There is a mechanism to create knowledge and understanding of operations such as operational processes, laws, regulations, planning, project proposal, and budget management.	3.03	0.64	Moderated	5
4. There are rewards or rewards for officers who perform their duties appropriate to the amount of work and responsibilities.	2.81	0.82	Moderated	8
5. There is a database support system at the national, provincial level, modern, reliable, and linked to the central, provincial, and local departments.	2.99	0.73	Moderated	6
6. The executives of the departments have knowledge and understanding about the policy. and giving importance to the operation that is under the specified operational standards.	3.18	0.84	Moderated	1
7. Missions are set. The duties of the integrated work plan to promote the development of provinces and provincial groups are clearly and appropriately integrated.	3.03	0.64	Moderated	4
8. Efficient and reliable performance tracking and reporting system	3.07	0.61	Moderated	3
Overall	3.02	0.70	Moderated	-

“Integrated provincial administration policy, seems to be modern, but in practice, there is still the same bureaucracy. There are many procedures and inflexible, strict rules. inconsistent with the new management that requires high flexibility.” (Interview with Rayong Provincial Integrated Executive Committee, March 3, 2021.)

“The head of the government agency that is the committee rarely attaches importance to integration work will send representatives or officers to attend the meeting instead, it's time to

decide. The officers do not dare to waste time, because they have to connect with other agencies if The agency is not ready, other agencies are slow as well.” (Interview with officials analyzing policy and plans Rayong Provincial Office on March 3, 2021)

The results of the study, are an analysis of the results of the implementation of the Provincial and Provincial Cluster Integrated Administration policies.

The study found The overall effect of the Provincial and Provincial Cluster Integrated Administration policy implementation was moderate, with a mean of 3.07, When considering each aspect, it was found that all three factors were moderate, which could be arranged in descending order as follows: Productivity (Achieving practical goals) has an average value of 3.09, followed by efficiency (Operational unit cooperation) has an average value of 3.08. and on sustainability and expansion (Strategic goal achievement) mean was 3.06, respectively.

When considering the mean of the results of the implementation of the Provincial and Provincial Cluster Integrated Administration policies, the highest and lowest values for each aspect are shown in Table 5-1.

Table 3 shows the results of the implementation of the Provincial and Provincial Cluster Integrated Administration policies, the highest and the lowest for each aspect.

Issues	Highest	Lowest
1. Efficiency: (level of cooperation of practitioners in the absence of problems or obstacles in practice)	Prioritization of urgent plans and projects to ask for the budget before submitting plans or projects for inclusion in the provincial and integrated provincial development strategic plan	review the development plan regularly so that plans and project proposals are consistent with the actual situation.
2. Effectiveness: (Achieving both short-term and long-term compliance outcomes)	Preparing and able to proceed with procurement immediately upon approval of the budget.	Methods for tracking budget expenditures are designed to avoid practical problems that cause the project to not meet the budget plan.
3. Sustainability and Policy Expansion: (development and improvement and extension of policy to be broader)	Programs/projects according to the Provincial and Provincial Cluster Integrated Administration policies Create good quality of life for people because they reduce expenses, increase income, expand opportunities, and receive equal and fair care from the government sector.	Programs/projects under the Provincial and Provincial Cluster Integrated Administration policies to reduce poverty and social inequality.

Testing the factors influencing the success of the Provincial and Provincial Cluster Integrated Administration policy implementation, the hypothesis testing revealed the following findings:

Hypothesis 1: Policy factors influence the success of the Provincial and Provincial Cluster Integrated Administration policy implementation. It was found that: Three policy variables positively influenced the outcome of the Provincial and Provincial Cluster Integrated Administration policy implementation. The statistical significance at the .05 level was based on the research hypothesis. They are arranged in order of importance as follows: 1) the novelty and challenges of the policy, 2) the practical feasibility of the policy, and 3) Clarity in the objectives and goals of the policy.

Hypothesis 2 Internal factors Influencing the success of the implementation of the Provincial and Provincial Cluster Integrated Administration policies found that: The four internal factor variables that had a positive influence on the outcome of the Provincial and Provincial Cluster Integrated Administration policy implementation were statistically significant at the .05 level according to the research hypothesis. They are arranged in order of importance as follows: 1) The system for monitoring and reporting on the performance of the integrated provincial and provincial administration is efficient and reliable. 2) The unit's supervisors have the knowledge and understanding of the integrated program to promote the development of the province and the integrated provincial group and give importance to the correct operation according to the specified operational standards. 3) Knowledge, competence, skills, and expertise in the integrated work of practitioners. 4) Determining the missions, and duties of the integrated work plan to promote the development of the province and the integrated provincial group clearly and appropriately.

Discussions

From the research results according to the objectives and the results from the hypothesis testing in the research on the analysis of policy implementation of the Provincial and Provincial Cluster Integrated Administration, the results can be discussed and referenced from related research as follows:

The study found that Policy Provincial and Provincial Cluster Integrated Administration is an innovation in government management in Thailand that is in line with the 12th Thai National Economic and Social Development Plan (2017-2021) in terms of management development in the public sector. The government is committed to pushing forward reforms in the integrated work of government agencies to enhance government services and improve the quality of life of people at the regional and local levels. Government jobs under the Provincial and Provincial Cluster Integrated Administration policy and relevant government officials have more efficient operations, making the implementation of the policy successful

The effect of policy implementation on sustainability and extension (meeting strategic goals) is lower on average than other issues and cannot help alleviate poverty, and social inequality in Thailand, and cannot build quality. A really good life for people. This is because the project plans of the integrated provincial administration still do not meet the needs of the people, in line with the results of a study on the potential of Thai government agencies in the 12th National

Economic Development Plan (2017). -2021) indicates that the Thai government management has low efficiency, lack of working systems that are integrated into networks with other agencies or sectors, serving people must be improved to meet international standards, while corruption and misconduct have spread widely in both the public and private sectors. From the hypothesis testing, it was found that the three policy factors: The novelty and challenges of the policy, the clarity of the policy objectives and goals, and the practical feasibility of the policy had a significant positive influence on the outcome of the Provincial and Provincial Cluster Integrated Administration policy implementation with statistically at .05 level, which is consistent with the idea of Yavaprabhas, S. (2005: 101) that the key determinants of the success or failure of a policy to be implemented are the objectives of the policy that must be clear, technically or theoretically feasible, and politically feasible. In addition, the hypothesis testing results also found that four organizational factors are; System for monitoring and reporting on performance, knowledge, and understanding of the integrated provincial and provincial development plan of the supervisors and operators, and the determination of the mission and duties of the work plan. clear and appropriate, positively influenced the outcome of the policy implementation of the Provincial and Provincial Cluster Integrated Administration with statistically significant at the .05 level.

From the discussion of the above study results, it was found that most of the findings were consistent with the concepts, theories and research studied in the past that reflect the problematic conditions of Thai government agencies. that leads the policy to success that is rarely the sustainability of the policy. This is due to many factors, both internally and externally, such as clarity of objectives, and inconsistent understanding of the policy between the North and the agency that implements the policy. Practitioner acceptance is an important aspect that governments need to focus on in the future for successful and sustainable policy implementation.

Recommendations

The researcher has summarized the results and made recommendations for policy improvements. Corresponding to two famous Thai public policy and bureaucratic reform scholars, namely Professor Dr. Yavaprabhas, S. (interview, 2021) and Varanyuwatana, S. (2021), as follows:

1. Policy is a good policy, an attempt to reform the bureaucratic system to be more flexible and to meet the needs at the local level, which is an international principle. But the problem is that the policy is not accepted by the government, Many government agencies restructured, disbanding provincial-level government agencies to come up directly in the center, but retain officials or departments as branches and refuse to depend on the provincial government according to the goals of the policy, causing the policy administration to not meet the point aim. And most importantly, the government agency that restructured and refused to directly depend on the integrated provincial governor is important and is related to the life and economic development of the province as well. Governments must take strict measures and direct government agencies to adhere to the policy goals if they are to be successful.

2. The government must create a greater understanding of the various government agencies in terms of principles, content, practices, and outcomes. There must be a strong push and all sectors must be seriously involved and must give the provincial governor complete powers in both administration and promotion consideration.

3. Organizational factors focus on developing a working system of rules, procedures, monitoring, and reporting results to be efficient and easy to follow. Develop knowledge, competence, skills, and expertise in the integrated work of practitioners, create understanding for department managers to realize the importance of policies, and create an incentive system that encourages practitioners to be accepted. And increase the role of external stakeholders in both decision-making and external governance

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- Head of Rayong Provincial Office, March 3, 2021
- Miss Atfah Konthong, Rayong Provincial Office, February 20, 2021
- Head of Chonburi Provincial Office, March 10, 2021
- Phanom Sarakham District Chief Chachoengsao Province 20 March 2021
- President of the Federation of Thai Industries, Rayong, March 3, 2021
- Director of Eastern Province Group Strategic Management Group 1 (Chonburi) March 10, 2021
- Policy and Plan Analysis Officer Strategic Group, Chachoengsao Province 24 March 2021
- Provincial Integrated Provincial Administration Committee, Rayong Province 3 March 2021
- Professor Dr. Supachai Yavaprabhas, Expert in Public Administration, 15 May 1911
- Associate Professor Dr. Jeera Prateep, Expert in Public Policy, March 12, 2021
- Mr. Pong-art Trikitwattananukul Former Deputy Secretary-General of the OPD 12 March 2021

- Sakon Varanyuwatana Economics Academic Service Center, Thammasat University
March 12, 2021