



## PAPER

**Title:** Paradigm of Regional Development in Thailand: A case study of the National Economic and Social Development Plans

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**Abstract:** This research article aims at studying the main ideas and paradigm of regional development appeared in the National Economic and Social Development Plans through analysis and comparison with planning theory and related theories with regional planning. Based on the research, in the durations of regional development in accordance with the National Economic and Social Development Plans, the adaptations of theories are different and it depends on the development environment and the context of country's development. The theories and ideas popularly applied are growth pole theory, location theory, and sustainable development. Moreover, the National Economic and Social Development Plans also gives importance to the implementation and evaluation, and public participation. On the other hand, the action deprives of full capacity. The suggestions to adjust the paradigm of the rational development of the National Economic and Social Development Plans are 1) to promote the processes of implementation and evaluation; 2) to open the chance of every sector in arrangement and implementation; 3) to promote the connections; and 4) to use the academic theory and idea that are appropriate to location and local demands.

**Keywords:** *Regional Development, Regional Planning, Thailand's National Economic and Social Development Plan*

**JEL codes:**



## 1. Introduction

The development and city expansion in the world have been progressed rapidly. In 2014, 54% of the world's population increases by 30%, from the year 1950, (United Nations, 2015). City expansion or urbanization, though resulting in economic development in term soft the growth of income and the diffusion of economic activities, it also brings up over urbanization which causes many problems: slum, environmental pollution, etc. The solution planning and dealing could not be operated specifically at the city level but it requires regional and national development and solution (Freire, M., 2006, Haselsberger, B., 2008).

For Thailand, the planning of regional development appears in the National Economic and Social Development Plan (NESDP), the country's map, and the regional map since 1961. As the application of the growth pole theory in the fourth NESDP: main cities, less-visited cities, the development of eastern coastal area in the sixth NESDP, etc. Furthermore, the other state sectors also operate the regional development process, for example increasing educational opportunity, hospitals, development of infrastructural system, etc.

Nevertheless, despite the fact that Thailand's regional development has been progressed for a long time, there is none of research and survey indicating the paradigm of regional development from the main plans that if it conforms to the planning theories and ideas or not, how to manage principle and idea, and how the development affects. In consequence, this research article shall aim at searching the main idea, principles and ideas, and details of regional development of Thailand's NESDP to see if there is any difference of changing. The result will benefit the state sectors to revise the planning process and also students and those who are interested.

## 2. Objectives

- 2.1 To study the main idea of Thailand's regional development
- 2.2 To analyse the paradigm of Thailand's regional development
- 2.3 To suggest the paradigm of efficient regional development for Thailand



### **3. Scope of the research**

3.1 The study of Thailand's regional development means the study of spatial development at the regional level as appeared in Thailand's NESDP issue 1-12 of Office of National Economic and Social Development Board which is the major plan arranged by the unit whose main roles is to develop the nation.

3.2 The study of the main idea of regional development means to gather and study details of the plan which includes objective, the goal of the development, strategy, implementation, and evaluation.

3.3 The analysis of paradigm of regional development is the study and analysis of principles and ideas in making the plan, details of the plan, which lead to the comparison with theories and ideas relating to planning and regional planning.

### **4. Literature Review**

#### **4.1 Planning theories and ideas**

“Planning” means the process of making a procedure in reaching the setting goal (Hall, Peter., 2002). The planning process according to Larz T. Anderson. (1995) is as follows:

- 1) Section 1 includes Identify Issues and Options, State of Goals, Objectives and Priorities, and Collect and Interpret Data
- 2) Section 2 includes Prepare Plans, Draft Program for Plan Implementation, and Evaluate Impacts of Plans and Implementation Programs
- 3) Section 3 includes Review and Adopt Plans, Review and Adopt Implementation Programs, and Administer Implementation Programs.

The development planning of all countries is different. In Thailand, the levels of the development planning consist of 4 major levels which are national planning, regional or particle planning, urban planning, and community planning (Doosadee Thaitakoo, 2013).

#### **4.2 Theories and Ideas relating to regional panning**

##### **1) Growth Pole Theory**

The regional development is the development process of one specific area of the country which leads to the change of structures in economy, society, ideas, beliefs, land uses, settling down, administration, laws, etc. The target of the regional



development contains 2 main ideas which are to promote welfare and economic growth. The regional growth has 2 characteristics which are growth from outside and growth from inside. Growth from outside could occur by spread effects which means the growth of one region affecting the other regions that are located around and by backward effects which mean the growth of one region but could affect the surrounding regions growing but absorb resources, raw materials, and labors from the other weak region, owing to the fact that the products and services could not beat the growing city (Doosadee Thaitakoo, 2013, Daranee Thavinpipatkul, (n.d.), Wannasin Phiraphan, 2013).

The idea is in accordance with the Growth Pole theory which the theory was invented by F. Perroux. It is obvious that the development does not take place everywhere or at the same time but it starts from one then expand to the other areas. The starting point is called “pole”. This idea will be successful depending on the factors that are to stimulate the growth (such as the change of industrial structure, the sufficiency of technological innovation, etc.), and the building of channels to transfer or distribute products and services (such as development of transportations, development of communication and regional networks, etc.) (Doosadee Thaitakoo, 2013, Daranee Thavinpipatkul, (n.d.)).

## **2) Location Theory**

Industrial location selection takes a major role due to the difference of location causing the advantages to the industrial business. Nonetheless, in the present day when the transport is rapidly developed, the channels of transport are wide. Moreover, there are many types of new fuels. Apart from the transports, the topic that is required to consider is the selection of industrial location which includes cost, land, and labors (Doosadee Thaitakoo, 2013, Daranee Thavinpipatkul, (n.d.)).

## **3) Sustainable Development**

The sustainable development focuses on the balance of economic development, social development, and environmental development as it concerns the limit of natural resources and environment in responding the demands for the present and the future and the impact from activities. (Waralak Khongouan, 2016 and American Planning Association, 2007).



(1) **Social Dimension** focuses on developing people to have the literacy of changing, to have morality, and lifestyle that support nature. They have the right and opportunity to allocate resource fairly and could depend on themselves with stability.

(2) **Economic Dimension** focuses on the constant long-term stability, the economic expansion with quality, the economic development supporting the majority, the economic growth from environmental-friendly and non-polluted process

(3) **Environmental Dimension** focuses on the use of natural resources that still remain the biological diversity, the prevention and solution of pollution from human development and activities, for the next generation could use it for their lives in the future.

#### 4) **Public Participation**

Public participation means to increase the opportunity of people in politics, administration and decision, and allocating the community and national resources, which affects lifestyle and way of life of people (Kanongnij Sribuaiam, 2002). Public participation according to Arnstein, S.R. (1971) is divided into 3 levels which are non-participation, degree of Tokenism, and degree citizen power.

According to the literature review as aforementioned, it could be concluded that the scope of this research is “to realize the main idea of the plan managed by the unit whose main role is to develop the nation. Theories and ideas relating to planning and regional planning could lead to the analysis of paradigm of regional development by regarding principles and ideas of planning, details the regional development, differences and changes of all plans. This will benefit the suggestion of paradigm of regional development for the implementation in the future”. (**Picture 1**).

## 5. **Methodology**

The researching process consists of 5 major processes which are 1) literature review, 2) collection of data relating to regional development, 3) study of the main ideas on the plans that relate to regional development, 4) analysis of paradigm of regional development, and 5) conclusion of results and suggestion of paradigm of regional development (**Picture 2**).





friendly growth; moreover, it leads to the setting of strategy that mainly focuses on environmental-friendly activities for sustainable development, etc. **(Table 1)**.



**Table 1 Summary of Main Ideas from the NESDP**

Development Plan	Environment of Main Development	Objectives	Goals	Strategies	Implementations
The first NESDP (1961 - 1966)	External Environment: International Aids Internal Environment: Country's economy depending on agriculture	Elevate people's cost of living by improving all administration to have the efficiency, etc.	Increase of people's income, increase of efficiency and agricultural product quantity, expansion of industrial products, development of public utility, public assistance, and transport, etc.	The strategy is unclear but it becomes the guidelines for the development of infrastructure, elevation of living costs, improvement of administration, etc.	
The second NESDP (1967-1971)	External Environment: Regional collaboration and aids Internal Environment: Fast increase of population, economic slow-down, the difference in income	Use human and natural resources for economic benefits, increase of income, etc.	Economic activity expansion and people have jobs, an increase of GDP value, etc.	The strategy is unclear but it becomes the guidelines for the increase of productivity, improvement of economic structure, efficient natural resource usage, support of scientific advancement, acceleration of major projects, etc.	<i>Implementation:</i> The plan does not indicate the exact practice but the details show project, unit, and budget <i>Evaluation:</i> The plan does not indicate the practice but the results are added in the next plan.
The third NESDP (1972-1976)	External Environment: The world's economic slow-down and fluctuation, the crisis of oil price, the political crisis of neighbor countries Internal Environment: Political	Solve tight economy, an increase of national income, payment balance, expansion of public service for people, reduction of population rate, provide jobs, etc.	Increase of people's income, protection of financial stability, expansion of the growth to the other region and elevation of the local areas, reduction of unequal income, collaboration between	The strategy is unclear but it becomes the guidelines for improvement of production structure, export, income distribution, family planning, educational	





	changes, inequality of income and service, high rate of unemployment		the state and the private sector, population plan, providing job, etc.	support, providing job, etc.	
The fourth NESDP (1977-1981)	External Environment: Fluctuations of the world's economy, communism, fluctuation of the financial system Internal Environment: Violent politics, expansion of communism, low-agricultural products, money inflation, insufficient social service	Accelerated economic recovery, reduction of economic and social gaps, reduction of the increasing rate of population and improving the populations' quality, improve resource management, support capacity in national defense	Expansion of production in agriculture, industry, and mine, increase of export, investment support, providing job in the urban area to the rural area, etc.	The strategy is unclear but it becomes the guidelines for improvement of production structure, export, development of region and main cities, plan of science and technological development, etc.	<i>Implementation:</i> The plan indicates the procedure, operation, budget, source of budget, and operating site. <i>Evaluation:</i> The plan does not indicate the practice but the results are added in the next plan.
The fifth NESDP (1982 - 1986)	External Environment: Money inflation, stress among neighbor countries Internal Environment: Economic Downturn	Restructure and increase economic efficiency, develop the structure and distribute social services, solve poverty in the remote areas, etc.	Development of social structure and services that conforms to the economic goal, solution of poverty in the remote area	The strategy is unclear but it becomes the guidelines for agricultural structure, industrial structure, development of space and city, development of social structure and service distribution, etc.,	<i>Implementation:</i> The plan does not indicate the exact practice but the details show measurement, project, unit, and budget. <i>Evaluation:</i> The plan does not indicate the practice but the results are added in the next plan.
The sixth NESDP (1987 - 1991)	External Environment: Uncertainty of oil price, stress among neighbor countries	Aim at developing the human quality to develop society, increase the role of	Economic goals: remain the expansion, Social goals: elevation of people's quality of	The strategy is unclear but it becomes the economic guidelines for technological	<i>Implementation:</i> The plan does not indicate the exact practice but some details.



	Internal Environment: Economic Downturn	public organization, etc.	life in the urban and the rural areas	development, infrastructural system, development of cities and specific zones, development of the rural areas, for example.	<i>Evaluation:</i> The plan does not indicate the practice but the results are added in the next plan.
The seventh NESDP (1992 - 1996)	External Environment: economic slow-down, trade barriers, fluctuations in oil prices  Internal Environment: Economic crisis	Distribution of income and development from the rural area to the urban area, accelerated development of quality of life, environment, natural resources, etc.	Distribution of income, elevation of quality of life, development of natural resources and environment	There are 4 strategies which are remaining the economic growth rate, distribution of income, development of human resources, environment, laws, and official system, for example.	<i>Implementation:</i> The plan does not indicate the exact practice but specifies the direction of the operation.  <i>Evaluation:</i> The plan does not indicate the practice but the results are added in the next plan.
The eighth NESDP (1997 - 2001)	External Environment: Globalization current, borderless, free trade policy  Internal Environment: Economic crisis 1997, financial problem, public debt	Enhancement of physical, spiritual, intellectual capacity, development of environment and society, development of country's economy to grow with stability, conservation of natural resources and environment, participation opportunity in the development process	Increase all level educational management and quality of infrastructural services, reduction of poverty to be less than 10%, conservation and recovery of forests	There are 7 strategies which are the development of environment and society, reinforcement of capacity in developing the region and the rural areas, for example.	<i>Implementation:</i> The plan indicates details of objectives, goals, strategy, implementation, related units, and guidelines.  <i>Evaluation:</i> The plan indicates the result clearly and it focuses on arranging the database and creating the index indicators.
The ninth NESDP (2002 -	External Environment: Regional economic group, the	Recovery of a stable economy, strengthen the	Economic balance, the elevation of quality of life, good	There are 7 strategies which are restructuring of rural	<i>Implementation:</i> The plan details of objectives, goals,



2006)	new economy with technology and the use of knowledge as the base of development Internal Environment: Coup D'état on 19 Sep 2006	foundation of country's development, sustainable independence, solution of poverty	management, poverty reduction	and urban cities with sustainability, strategy for management of natural resources and environment, etc.	and guidelines. <i>Evaluation:</i> The plan indicates the overview and the scope of the operation.
The tenth NESDP (2007 - 2011)	External Environment: Fast change of technology Internal Environment: Deterioration of environmental quality, political confusion	Increase the capacity of communities that become the network, restructure production to value creation, enhance the prosperity of natural resources, etc.	Development of people, development of community and solving poverty, economic goals, restructure the economy to have balance and sustainability, building stability of resource.	There are 6 strategies, for example, strategy in the reinforcement of community and society as the stable foundation of the country, etc.	<i>Implementation:</i> The plan details of objectives, goals, and guidelines. <i>Evaluation:</i> The plan indicates the result clearly which includes the development of a Evaluation system, evaluation, and creates the index indicators; however, they are the scope of the operation.
The eleventh NESDP (2012 - 2016)	External Environment: Centralization of the world economy, senior society, climate change, terrorism Internal Environment: Senior society, violence in southern border provinces	Enhance the fair and peaceful society, develop Thai people at all ages, economic growth with stability, quality, and sustainability, manage natural resources and environment	Decrease of social inequality, reduction of poverty rate, increase product value of SMEs, etc.	There are 6 strategies which are the strategy in agricultural strength, stability of food and energy, strategy in building the connectivity with other regions for economic and social stability, for example.	<i>Implementation:</i> The plan gives importance to the practice at the central level, the regional level, and the local and community level. It specifies details of mechanism in the operation, direction of the development, and making budget. <i>Evaluation:</i> The indicates



					focus on following the advancement, evaluation of the achievement and impact, evaluation the strategic development and the overall results. It also presents the scope of the procedures.
The twelfth NESDP (2017-2021)	External Environment: Free trade, terrorism, senior society, unlimited data access Internal Environment: Economic slow-down, inequalities, deterioration of natural resources	Reinforce the economy to be in the competition with stability and sustainability, conserve and recover natural resources and quality of the environment to be able to support the growth that is eco-friendly, to expand the growth to the other region, to push Thailand to have the connectivity with other countries	Decrease of inequality, reinforcement of economic system and competition capacity, growth with eco-friendly activities, stability of foods, energy, and water, decentralization and public participation, etc.	There are 10 strategies, for example, the strategy of growing with eco-friendly attitude for sustainable development, strategy in developing infrastructure and logistics system, strategy in developing region, city, and economic zone, etc.	<i>Implementation:</i> The plan gives importance to make comprehension for every sector, building connectivity with every plan and unit, arranging participatory strategy for allocating budget, pushing the private sector to apply the development topics for their investment, building environment of going forward. <i>Evaluation:</i> The indicates focus on principles in participatory and evaluation which duration, indicators, type of evaluation, method of publishing data are planned.

Source: Study and Analysis by the author, 2019







development procedures, for example, promotion of participation in the society, integration, entire development, development of civil state as the development of the state to have the competency and main mission in enhancement of competency and capacity in the development of people, etc.

9) The ninth NESDP (2002-2006) is chiefly under the principle and concept of economic sufficiency, development of the balance between human, society, economy, and environment. The main ideas are reflected through the details of regional development procedures, for example, preparation to enter the economic center of the region while conserving agricultural area in the central region, conservation of water sources and rivers to remain forever fruitful and beneficial in combination with conservation of Lanna culture in the northern region, etc.

10) The tenth NESDP (2007-2011) is chiefly under the principle and concept of living together with happiness and peace and sustainable development. The main ideas reflect through the detail of regional development procedures, for example, social power reinforcement to have participation from every sector, promotion of human quality development and Thai society to the society of wisdom and learning, development promotion based on diversity, building stability of resource and environmental quality, restructuring economy to make balance and sustainability, etc.

11) The eleventh NESDP (2012-2016) is chiefly under the principle and concept of philosophy of sufficiency economy, development of growth, safety and stabile society, good environment, eco-friend production system, and stability of food and energy. The main ideas reflect from the details of the regional development procedures, for example, creating Thai value, eco-friendly production and consumption, restructuring of production and service of the country to be the creative and green economy, etc.

12) The twelfth NESDP (2017-2021) is chiefly under the principle and concept of the philosophy of sufficiency economy, human capital, and economic growth. It reflects from the details of the regional development procedures, for example, promotion of eco-friend growth, preservation of diversity, conservation of community's way of life, value, tradition, and culture, expanding the economic growth to middle-class population, setting goals to extend the economic opportunity, social opportunity, and income, etc.

### 6.3 Details

In regards to the principles and concepts of the NESDP as aforementioned, considering the details of the procedures, there are interesting ideas found as follows (Picture 3).

<p><b>The national economic and social development plan issue 1-3</b></p>	<ul style="list-style-type: none"> <li>The roles of developing the region are not clarified and it focuses on developing infrastructure in every region</li> <li>Start founding the commission but the process is still abstract.</li> </ul> <p><b>Pranakhon-Thonburi</b> : Modernize the city  <b>North</b> : Development of high lands, building reservoirs  <b>East</b> : Building seaport, Industry in the coast</p> <p><b>Central</b> : Development of infrastructure, irrigation  <b>North-East</b> : Allocation of lands, Power Development  <b>South</b> : Dredging, Power Development</p>
<p><b>The national economic and social development plan issue 4-6</b></p>	<ul style="list-style-type: none"> <li>Focusing on the main cities and less-visited cities as a means to distribute the growth to the other region and decrease the density of development and expansion in the capital</li> </ul> <p><b>Bangkok</b> : Improvement of infrastructure  <b>North</b> : Development of high lands, agricultural development  <b>East</b> : Main industry, Commercial deep-sea port</p> <p><b>Central</b> : Agricultural Reform, agricultural development  <b>North-East</b> : Provide water sources, Development of rural areas.  <b>South</b> : Petroleum Development, agricultural development</p>
<p><b>The national economic and social development plan issue 7-9</b></p>	<ul style="list-style-type: none"> <li>Development of central industrial development in every region</li> <li>Developing the region in conformity of its capacity and competency</li> </ul> <p><b>Central</b> : Development of existed production, and conservation of agricultural areas  <b>North</b> : Conservation of natural resources and cultural sources, an increase of agricultural products</p> <p><b>North-East</b> : Increase of agricultural products, conservation of tourism resources  <b>South</b> : Utilize the sea area to produce tourism, transport</p>
<p><b>The national economic and social development plan issue 10-12</b></p>	<ul style="list-style-type: none"> <li>Sustainable development promotion, for example, developing the provincial areas to be organic agriculture and safe food, sustainable agriculture, eco-industrial city development, development of special economic area in the borderland, etc.</li> </ul> <p><b>Bangkok and boundaries</b> : Development of main cities  <b>North</b> : Development to be the creative economic base  <b>East</b> : Promotion of industrial investment</p> <p><b>Central</b> : Development to be the leading economic base  <b>North-East</b> : Poverty solution  <b>South</b> : Building Various income</p>

Source: Study and Analysis by the author, 2019

### Picture 3 Details of Regional Development from the National Economic and Social Development

1) **The NESDP issue 1-3** The development during these issues still deprives of lucid specifications of roles and direction. They focus on management and development of infrastructure mainly, which is according to the development of economic growth and growth distribution to the other regions. The examples of the operation in accordance with these plans, therefore, are the construction of Bhumibol Dam and power development from water energy in the north, water dredging for deep seaport in the south, development of all regional infrastructure. On the other hand, these





plans concern the significance and initiation to found the commission to manage the plan.

2) **The NESDP issue 4-6**, due to the domestic situation during these plans, the country encountered the density of development and the fast expansion of the capital, the guidelines to develop the region, therefore, focuses on the main cities and less-visited cities as a means to distribute the growth to the other region and decrease the density of development and expansion in the capital. The ongoing developed cities are Chiang Mai, Khon Kaen, Nakhonratchasima, Chonburi, and Songkhla-Hat Yai. The early developed countries are Phitsanulok, Udorn Thani, Nakhon Sawan, Ratchaburi, Surat Thani, Phuket, and the central cities of growth in other regions are Chiang Rai, Lampang, Sakon Nakhon, Roi Et, Ubon Ratchathani, Surin, Saraburi, Kanchanaburi, Petchaburi, Rayong, and Pattani. Furthermore, the regional development of these issues emphasizes the economic development and growth from agricultural products and industrial investment. As they promoted the land reform to help increasing agricultural products and solving poverty in the north-eastern border. The plans involve the development of Chonburi, Rayong, and Chachoengsao to be the main industrial sources of the country, the promotion of Pak Panang River Basin Area (in Nakhon Si Thammarat) to be the major rice production of the south, etc.

3) **The NESDP issue 7-9** The operation during these plans focus on industrial central development in every region which are Chiang Mai, Phitsanulok, Nakhon Sawan, Khon Kaen, Saraburi, Ratchaburi, Surat Thani, and Songkhla. The appropriate regional development is to confirm the region's competency and resources, for instance, the competency of the southern area which is close to the sea benefits production and transport to eastern Asia and southern Asia, including the development of tourism conservation at Andaman Sea to reach the world's standard. As Phuket, Phang Nga, and Krabi are the center, they connect the production with the area in Thai Bay where Songkhla and Pattani are the central tradings and Halal food with neighbor countries. The role of the development in each region during these plans is quite clarified.

4) **The NESDP issue 10-12** The operation during these plans focus on sustainable development promotion, for example, the development of provincial groups to reach the organic agricultural standard and safety food, sustainable agriculture, city



development, eco-industry, development of special economic zone in the borderland, etc. Furthermore, if considering the details of the twelfth NESDP which is the current plan, it was found that the content is very clear, especially the roles of development in each region, for example, the north focuses on developing creative economic base which has the high value; the northeast focuses on escaping the poverty and be independent; the central region focuses on being the leading economic base; the south focuses on being the base of making various incomes.

## 7. Conclusion and Suggestion

According to the main ideas of the aforementioned, the conclusion and the result relate to the major principles and concepts and details of the development which lead to the realization of the paradigm of regional development as follows:

### 1) All the plans change principles and concepts differently

Regarding the study and the analysis of the main content and the principles and the concepts of the NESDP, they are changed by the feedback and the changing current of the world and the economic situation, including society and environment in the country. As we can see from the NESDP issue 1-3, the principles and the concepts mostly aim at distributing the growth to the regions and building the economic growth because Thailand at that time still had a lot of rural and remote areas. The development, therefore, focuses on infrastructure which are transports, irrigation, electrical power, etc., as a means to elevate the standard of living and to prepare for basic service for the industry, the commerce, and the service. **(Picture 4).**

Meanwhile, the NESDP issue 4-6 were made during the time when Thailand face the environment of development: the change from a low-income country to underdeveloped country which the income is moderate. The country faced the density of development and the growth just in the capital, the problem of inequality between the urban household and the rural household, etc. The concepts of regional development, consequently, pays attention to the main cities and the less-visited cities in order to distribute the growth and reduce the density of population in the capital to the other regions, which is in accordance with the theory and the concept of Growth from outside in the characteristics of Spread Effects (spreading the growth to the other region, the





free trading, etc. The development concept still inherits philosophy of sufficiency economy and sustainable development that concern the public participation, the flexibility of the changing situation, and the support for creative economic development which is friendly to the environment.

## **2) Prioritization of Implementation and Evaluation**

In regards to the study and the analysis of the planning process, it was evident that implementation and evaluation are the main factors of success. According to the details of the NESDP, implementation and evaluation are the process that has been never neglected even though during the earlier plans (issue 1-5), they do not clarify the roles or this sector but the details indicate measurements, projects, operating units, and budgets which benefit the practices. Additionally, if considering the main ideas of the twelfth NESDP which is the current plan, it was found that the details are indicated clearly in the part of implementation and evaluation. This conforms to the planning process concept of Larz T. Anderson (1995) that it requires to state the plan of enforcement.

## **3) Incompetent Participation of the State Sector, the Private Sector, and the Public**

In respect to the main ideas of the plans, although they give importance to the participation of the state sector, the private sector, and the public in managing the implementation, the plans still remain the “downward” process, resulting in the concepts and the development guidelines in the NESDP remaining incompetent in terms of practice, for example, the application of Growth Pole Theory in the NESDP issue 4-6 specifies the main cities and the less-visited cities with the expectation to develop an area and expand the growth. However, in terms of the practice, it deprives of collaboration with local administration and the private sector to expand the growth, to change the industrial structure, to build sufficient innovative technology, etc. These lead to failure.

According to the conclusion of the research on the paradigm of regional development, the suggestions for the future paradigm process based on related concepts and theories as follows:



### **1) More promotions of Implementation and Evaluation**

Regarding the study and the analysis of concepts about the planning process, it is apparent that implementation and evaluation are the main factors of success. In consequence, the foundation of a new special unit to take the responsibility by using legal measure in the administration to the practice, the foundation of local administrative commission organization for managing and pushing the project, etc. are the method to increase the efficiency of these implementation and evaluation processes.

In addition, for evaluation process should be operated regularly every year by inspecting indicators, hypotheses, and goals, including reporting the operating process to the state unit, the independent organization, and the community.

### **2) Offer the Opportunity of Public Participation in Managing Implementation**

From the details of the plans, it is obvious that, though it gives importance to the public participation more, Thailand's process goes as the "downward" process, resulting in local administrative organizations and the people lack the participation. As a result, to open the opportunity for the people, local or private sector to share the role in providing data, making-decision, operation, evaluation, public hearing, seminar, and doing e-questionnaires, for instance. These will bring up consensus and the plan could be achieved.

### **3) Promotion of Connectivity**

The success of vision or objective of the regional development could happen when every level of all plans is connected. In consequence, apart from concerning principles and concepts that should be at the same direction, the unit, the state sector, the private sector, and the local sectors who relate must cooperate with each other, particularly for planning the procedures and the projects which are the major strategies of the development.

### **4) The Use of Academic Concepts for Planning should Concern Knowledge, Comprehension, and Demand of the Local Unit, and Competency of Local Resources**

The planning in the past duration is often based on consideration of the development environment and the change of the world. On the other hand, the use of





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