

The promotion of quality of life for the elderly of the local administrative organizations in Khon Kaen Province

Nipapan Jentsantikul^{1,*}

¹Faculty of Humanities and Social Science, Khon Kaen University, Khon Kaen, Thailand

Abstract

This research aims to study the promotion of quality of life for the elderly, according to the development plan of the local administrative organizations in Khon Kaen province, and propose the management guidelines for the promotion of the quality of life of the elderly. This is qualitative research using multi-case studies. Data were collected from 15 purposively selected respondents, which were classified as those who played a role in implementing the development plan of the local administrative organizations, local public policy or finance specialists/academics, and those who played a role in the community. The data were analyzed with inductive data analysis. The results reveal that the management process relating to the quality of life promotion of the elderly according to the development plan of local administrative organizations in Khon Kaen province, considering planning and determination of scope, scale, and context of the projects in five local administrative organizations is different. This is a result of the budget allocation and consideration of the management potential of the local administrative organizations. However, there is no difference in the determination of administrative resources and administrative processes, control and monitoring. The management approaches for promoting the quality of life of the elderly should be a multilateral network of public agencies, private agencies, communities, NGOs, academic institutions, and interest groups to produce public services for the elderly.

Keywords: development plan, elderly, local administrative organization

Article history: Received 28 October 2021, Revised 16 May 2022, Accepted 17 May 2022

1. Introduction

The role of the local administrative organizations in elderly care officially started when the government established the Community Elderly Welfare Promotion Fund (Subsistence Allowance) B.E. 2536 (1993) to provide 200 baht per month for helping the elderly in poverty. As the Determining Plans and Process of Decentralization to Local Administrative Organization Act B.E. 2542 (1999) was approved by the National Assembly and published in the Government Gazette on November 17, 1999 and Section 30 stipulates that public service work shall be transferred to the locality, it is an important turning point that the local administrative organizations have entered the role in supporting the elderly [1]. The local administrative organizations have set up four major welfare plans as follows: 1) health service plans; 2) plan to promote coexistence and strengthening of the elderly organization; 3) plan to promote careers or incomes for the elderly and people with disabilities; 4) plan to arrange volunteers to take care of the elderly with disabilities. In the Second National Plan on the Elderly (2002 – 2021), it is stipulated that the local administrative organization has a task to provide service projects for the elderly in the community by various projects as follows: 1) the presence of a multi-purpose center for the elderly; 2) the presence of a daycare center for the elderly; 3) the presence of a home visitation service for the elderly; 4) home health care services

for the elderly; 5) the presence of a mobile service unit for the elderly in the community; 6) promotion of the elderly care system; 7) the presence of volunteers to take care of the elderly; 8) provision of elderly care training for caregivers or volunteers; and 9) the presence of an agency/third party to provide training to caregivers/volunteers on caring for the elderly in the community (the Second National Plan on the Elderly (2002- 2021). According to such roles, the local administrative organizations shall provide public services according to categories or forms of law, including providing public services in accordance with the standards. However, in the past, it was found that the provision of public services by local administrative organizations in Thailand had several limitations, both from mission transfer problems, that caused delays according to the Determining Plans and Process of Decentralization to Local Administrative Organization Act, B.E. 2542 (1999). Also, public agencies that were public service providers were reluctant to transfer their duties to the local administrative organizations. There were also problems of clarity in the division of duties between agencies involved in the provision of public services in the areas where there is often an overlap of authority between local administrative organizations and public agencies and between local public organizations, especially in organizing welfare for the elderly [2]

According to the projected population proportion in 2040, it reflects that Thai population will decrease from 66.5 million to 65.4 million. The proportion of young people (0-14 years) will decrease from 16.9 percent to 12.8 percent. The working-

*Corresponding author; email: nipajen@kku.ac.th

age population (15-59 years) will decrease from 65.0 percent to 55.8 percent. The elderly rate will increase from 18.1 percent in 2020 to 31.4% in 2040. The elderly population will almost double from 12.0 million to 20.5 million. For Khon Kaen Province, it was found that the number of elderly people was 325,927, representing 18.16%. It was ranked fourth in the country based on the number of elderly people and the role of local administrative organizations according to the law in providing public services for the elderly, problems resulting from an increase in the elderly population and the higher average life expectancy, including health risks and illnesses, especially illnesses chronic or non-communicable diseases, as well as health welfare and social welfare for the elderly who may be allocated insufficiently and poor quality due to the limitation of administrative resources [3]. Therefore, to promote and support the implementation of the projects that focus on improving the quality of life of the elderly according to the development plan of the local administrative organizations, it is necessary to understand the policy formation and implementation and study the results of the implementation of the various projects that the administrative organizations have established in the fiscal year. Important factors that enable local administrative organizations to successfully implement the elderly welfare program should be well planned and controlled, including exchange of information between project stakeholders, clarity of objectives and goals, good communication, and coordination. Project planners and implementers should take into account the cost, duration, social impact, and promotion of good quality of life. In this regard, the central administration should be decentralized to the local administration to provide efficient public services. The management of public services shall be based on diversity and the needs of the communities.

2. Research Methodology

A qualitative research methodology was used in this research [4]. Multi-case study research [5] and document research were conducted with the following procedures:

Procedure 1: Research planning and selection of local administrative organizations in Khon Kaen Province based on criteria as follow: 1) local administrative organizations that received King Prajadhipok's Excellent Local Administrative Organization Award; 2) local administrative organizations that have operated in accordance with the concept of self-management by using their sub-district area as a base to cover the movement and strengthening activities of the area in 5 aspects: society, economy, environment, health, and politics and governance; 3) size of the local administrative organizations; 4) local administrative organizations with outstanding work or awards from national or international organizations for promoting the quality of life of the elderly in their area of responsibility.

Procedure 2: Study of the details of the context to gain an understanding of the roles, duties, activities, and performance of the local administrative organizations by interviewing 15 persons with the selection criteria as follows: 1) 10 officers who have played roles in the implementation of the local administrative organization development plan in Khon Kaen province, classified by their affiliations as provincial administrative orga-

nizations, city municipalities, town Municipalities, sub-district municipalities, and sub-district administrative organizations; 2) two experts/academics on public policy or local finance; 3) those with roles in the community, i.e., village headmen, sub-district headmen, community philosophers, elderly care volunteers. Data were collected from three respondents group according to the types of data from primary sources interviewed by the respondents and secondary sources. The content consistency of research tool was reviewed by experts in fiscal and budget management, social science specialists, and experts in organization and management with a value of 1.00

Procedure 3: Data were analyzed by considering the interview records, phrases, concepts, patterns, and issues reflected by the respondents from the interviews. Data from the interview were paraphrased, systematized, and presented according to the objectives to understand diversity and rationale. Finally, data were systematically categorized phenomena to explain rational relationships.

3. Results

Management process related to the promotion of quality of life of the elderly according to the development plan of the five local administrative organizations in Khon Kaen Province was conducted, namely, in Khon Kaen Provincial Administrative Organization, Khon Kaen Municipality, Sila Municipality, Ban Had Subdistrict Municipality, and the Lahanna Sub-District Administrative Organization. The research results are as follows:

1. Planning and defining project scope, scale and context, it was found that the five local administrative organizations had different planning, project scope, scale, and contexts as follows:

Khon Kaen Provincial Administrative Organization has planned and determined the scope, scale, and context of the elderly project in accordance with the 20-year National Strategic Plan (2017 – 2036), Northeastern Development Plan, and Khon Kaen Province Development Plan (2018 – 2022), in which the first strategy is to develop the quality of people and society through community strengthening programs. The Khon Kaen's Provincial Administrative Organization sets up occupational promotion projects to improve the quality of life in provincial areas for women, youth, the elderly, the underprivileged, and people with disabilities. The fiscal year 2021, most of the projects build or improve housing for the underprivileged, people with disabilities, and the elderly. The projects increase potential development for the elderly and the general public in Mueang Khon Kaen District, Khon Kaen Province are large with a period of operation during November 2020-August 2021, with a budget of 3,000,000 baht [6].

Khon Kaen Municipality has planned and defined the scope, scale, and context of the project for the elderly people, focusing on the importance of human values and caring on the basis of generosity under the mission "Khon Kaen People Never Leave Other Behind". The target group includes children, the elderly, people with disabilities, and the underprivileged. Especially taking care of people with disabilities, Khon Kaen Municipality supports them to be able to help themselves to a certain extent by implementing the construction of various disabled facilities such as ramps, restrooms, or parking spaces for people with

disabilities. In the future, the municipality will give importance to the development of building with disabled facilities. “Khon Kaen, the City of Generosity, Universal Design” is an architectural design for the elderly, people with disabilities, children, and pregnant women. With the concept of a Khon Kaen Municipality to work for people of all genders and ages in society, there has been a further development from “strategies to help people with disabilities” to cover target groups even more under the project “Khon Kaen, the City of Generosity”. The services designed for all people, i.e., utilities and other necessities for people with disabilities, the elderly, pregnant women, children, and the third-gender, so that they are able to live and do activities outside their home with ease, safety, and equality with the regard as an important door for access to basic rights. Most of the projects are small and medium-sized, such as the projects to promote exercise for the elderly, the projects to promote home-grown vegetable gardening for the elderly, and the projects to develop a community primary health center at a community pavilion, with the focus on improving and promoting physical and mental health, and public participation with a budget of 573,000 baht [7].

Sila Municipality has planned and defined the scope, scale, and context of several projects for the elderly, e.g. the short-term training program for the elderly and people with disabilities, the Muang Sila Municipality First Aid Unit, the project to develop the potential of the personnel/committee of the Care Center for the Elderly and people with disabilities in Sila Municipality, and the care for the elderly with dependency. Most of them are medium-sized projects with a budget of 930,000 baht with the objective to provide the elderly in Sila Municipality with a good quality of life with first aid assistance in the same potential as health centers or hospitals for primary care. The elderly, people with disabilities, and chronically ill patients receive an initial physical examination and screening for diseases such as diabetes, high blood pressure, depression, and dementia, as well as being referred for the correct treatment to a service unit that has the potential to treat them, e.g., Srinakarin Hospital and Khon Kaen Hospital, and promote the occupation of the elderly and people with disabilities [8].

Ban Had Subdistrict Municipality has planned and defined the scope, scale, and context of the project for the elderly through participatory sub-district management. It also promotes community, environment, and health through the implementation of a self-management village, with support from its local public agencies, which recognize the importance of developing potential and solving the community’s quality-of-life problems by creating the participation of local community villagers. Ban Had Subdistrict Municipality, with an area of 8.51 square kilometers, was announced as an upgrade from the sanitation district to Ban Had Subdistrict Municipality on May 25, 1999. It consists of 8 communities and established Ban Had Subdistrict Municipality Public Health Service Center, Ban Kham Pia Subdistrict Health Promoting Hospital, and Ban Had Subdistrict Health Promoting Hospital as primary care units in the health service network of Sirindhorn Hospital, Khon Kaen province. It is responsible for primary care, health promotion, disease prevention, medical treatment, and rehabilitation. It has been registered with the National Health Security Office as a

primary care unit and is a health service network of Sirindhorn Hospital, Khon Kaen province. Its network consists of 13 health-promoting hospitals, 1 Ban Had District Public Health Office, 1 Mueang Khon Kaen District Public Health Office, and Sirindhorn Hospital, Khon Kaen province. It has a mission to jointly formulate policies and health plans for the Ban Had District in accordance with policies and development plans. There are projects for the elderly, e.g. the Good Community Project, Good Environment, Good Health, and Good Conditions for the Elderly Society, Ban Had Subdistrict Municipality, Elderly Care Volunteer Training Program, and promoting group activities. They are medium-sized projects, with a budget of 520,000 baht [9].

The Lahanna Subdistrict Administrative Organization has planned and defined the scope, scale, and context of the projects for the elderly. In the local development plan of Lahanna Subdistrict Administrative Organization, there are no specific projects targeted towards the elderly or public health. There are activities to visit the elderly and people with dependency of the caregiver team and Lahanna Subdistrict Administrative Organization according to the project to develop a long-term elderly health care system. Most of the elderly development plans follows the central plan, namely the elderly pension [10].

Based on the analysis of planning and determination of scope, scale, and context of the five administrative organizations’ projects, it was found that there were differences in the provision of welfare for the elderly as a result of the budget allocation and consideration of the management potential of the local administrative organizations. The outstanding in providing welfare for the elderly are as follows:

In terms of education, it was found that Sila Municipality promotes lifelong learning and skill development to improve the quality of life of the elderly according to the principle of “Healthiness, Virtues, and Experiences.”

In terms of social security, public services, and social services, it was found that Khon Kaen Municipality had support in organizing activities for the elderly and social stability with the emphasis on designing the city according to the principles of “Khon Kaen, the City of Generosity, Universal Design.”

In terms of health, it was found that Ban Had Subdistrict Municipality, Sila Municipality, and Lahanna Subdistrict Administrative Organization provide health promotion, disease prevention, medical treatment and rehabilitation, and quality of life for the elderly.

In terms of recreation, it was found that Khon Kaen Municipality organized the projects to promote exercise for the elderly, the projects to promote home-grown vegetable gardening for the elderly, and the projects to develop a community primary health center at a community pavilion, focusing on improving physical health and mental health and promoting public participation.

In terms of housing, it was found that the Khon Kaen Provincial Administrative Organization organized a construction project or improved and repaired housing for the underprivileged, people with disabilities, and the elderly, according to the implementation of the project to adjust the suitable and safe environment and facilities for the elderly.

In terms of employment, it was found that the Khon Kaen

Provincial Administrative Organization organized a project to promote occupations to raise the quality of life in the provincial area for women, youth, the elderly, the underprivileged, and people with disabilities. However, no action has been found to recruit or hire the elderly to work with local administrative organizations, to support the elderly to have jobs with other agencies (both public and private), or to encourage the elderly to do their own business. Most of them support training and skill development for the elderly, conducted by the Khon Kaen Employment Office. There is a project to expand employment opportunities for the elderly in 2020 and activities to promote self-employment for the elderly to enable them to receive an occupational promotion that meets their needs, participates in social activities, attends demonstration activities and freelance practice, and picks up recipes for pickled fish. This project has a duration of 2 days, with 20 elderly people participating in vocational training.

The respondents further stated that:

“Aside from the subsistence allowance for the elderly and the universal health insurance system of 30 baht, treatment for all diseases provided by the government should focus on covering the quality of life of the elderly, namely: 1) disease prevention for both physical health and mental health, 2) career promotion and social assistance, 3) social welfare fund and loan, 4) assistance to care for the elderly who are unaccompanied or have no relatives, 5) promotion of recreational and recreational activities for the elderly, 6) traveling for the elderly, etc. Welfare arrangements for the elderly should focus on principles of human security for the elderly to live with security, safety, and assistance so that they do not feel lonely or inferior” (interview of an expert on September 6, 2021).

In addition, the respondents gave additional comments about welfare provision for the elderly as follows:

“Promoting people to have a good life comes from the executives who attach importance to the quality of life of the people, especially the elderly, who are now entering the elderly population. Public agencies have encouraged people to have the ability and potential to improve their lives better through health promotion, training or vocational skills training promotion, group activities that generate income in households and communities, creating jobs, generating income, and preserving their local arts and culture to maintain their existence on the basis of the Sufficiency Economy Philosophy for the sustainability of the community” (interviewed representative from local administrative organization on September 3, 2021).

However, in the provision of welfare for the elderly in the fiscal years 2020 – 2021, it was found that the implementation of the project as specified in the development plan of the local administrative organizations in Khon Kaen province could not be operated due to COVID-19, a dangerous communicable disease according to the Notification of the Ministry of Public Health. Some establishments have to stop working, reduce and lay off the number of employees. Therefore, the project preparation has been adjusted to suit and in accordance with the situation, as well as to prepare a risk management plan for the local administrative organizations.

2. Determination of administrative resources was found that five local administrative organizations had set administrative

resources according to the guidelines for budgeting expenditures. They consisted of 1) reviewing and improving goals, strategies, outputs/projects, activities, measure achievements, achievements and expected benefits of the budget receiving unit for consideration in the preparation of the budget expenditures; 2) preparing the budget allocation strategy in line with the National Strategy (2017 – 2021), the master plan under the 12th National Strategy National Economic and Social Development Plan (2017 – 2021), the National Policy and Plan on National Security (2017 – 2021), the National Reform Plan and important government policies focusing on budgeting and integrated expenditure for the fiscal year, to ensure that the operations of the budget receiving unit with common goals are linked, consistent, and supportive of each other in an efficient, cost-effective, and non-duplicative manner; 3) budgeting in accordance with regional, provincial, and local development plans, as well as strategies for allocation of budgets for annual budget expenditures by allowing the budget receiving unit to participate in planning and cooperating in driven seriously; 4) ensuring that the details of the request for the annual budget expenditure budget of the budget receiving unit showing its objectives, action plans and budget expenditure plans, sources and revenue projections, as well as expected achievements or benefits from the budget payment; and 5) preparing the details of the request for the budget expenditures for the fiscal year in accordance with the government action plan, strategic targets and budget policies, budget limits and budget structures, as well as considering the readiness competence in the spending budget and covering all sources of money (both budgets and off-budget funds).

3. For control and monitoring management processes, it was found that all five local administrative organizations had in the same practice as required by regulations and laws. In terms of budget utilization, there is control and monitoring of budget spending in accordance with Article 6 of the Regulation of the State Audit Commission on the Determination of Internal Control Standards B.E. 2544 (2001). All public agencies have been prescribed to continuously monitor and evaluate the results of internal control by requiring all public agencies to prepare and report the results to the State Audit Commission and supervisors within ninety days from the end of the fiscal year (within December 31 of each year). The Department of Local Administration, Ministry of Interior has encouraged the local administrative organizations to organize and set up an internal control system according to Regulation No. 5 and monitor and evaluate internal control results according to Regulation No. 6.

As for the use of subsidies, all five local administrative organizations shall proceed in accordance with Article 4 of Regulations of the Ministry of Interior on the Subsidy of Local Administrative Organizations B.E. 2559 (2016); Local Administrative Organizations may set a budget to subsidize agencies that apply for subsidies under the following criteria:

- 1) It shall be a mission within the authority of the local administrative organization that provides subsidies under the law and shall not be of the nature of working capital;
- 2) People in local administrative organizations who provide subsidies shall benefit from projects to provide subsidies;
- 3) The local administrative organizations shall give impor-

tance to the project, which is the main mission in accordance with the local development plans that shall be implemented by themselves and fiscal status before considering subsidies;

4) The local administrative organizations deem it appropriate to provide subsidies to agencies that request subsidies. The project applying for the subsidy of the agencies shall be included in the local development plan and set a budget in the subsidy category of the annual expenditure budget or additional expenditure budget and not paid pay from savings, reserve fund, or loan.

For the preparation of local development plans, it shall be in accordance with Article 25 of the regulations of the Ministry of Interior concerning the Preparation of Development Plans of Local Administrative Organizations, B.E. 2559 (2016). The local administrative organization shall use the local development plans as a framework for preparing annual expenditure budgets and additional expenditure budgets, as well as laying down guidelines for the implementation of the project objectives set out in the local development plans and follow up on the results of the development plans under Article 12 (3) and Article 13 (5) of the Ministry of Interior Regulations on the Preparation of Development Plans of Local Administrative Organizations B.E. Development of Local Administrative Organizations (No. 3) B.E. 2561 (2018), specifying that there shall be monitoring and evaluation of the development plans of the local administrative organizations. The monitoring and evaluation committee of the development plan is responsible for monitoring and evaluating the development plans. The monitoring and evaluation committee of the development plan shall establish guidelines and methods for monitoring and evaluating the development plans, follow up and evaluating the development plans, report results, and offer opinions obtained from monitoring and evaluation of the development plans to the local administrators in order to submit to the local council and the local development committee, and to announce the results of monitoring and evaluation of the development plan to the local people in a public place within fifteen days from the date of reporting the results. Such opinions shall also be posted publicly for a period of not less than thirty days, at least once a year within the end of December.

The respondents further explained that:

“The local administrative organizations should carry out the tasks stipulated in local laws and in accordance with the centrally transferred missions by providing missions consistent with achievable capabilities, focusing on disease prevention, occupational promotion activities, recreation, tourism, fund promotion, and welfare for the elderly by stipulating the elderly club and the community organizations to take part in the management with small local administrative organizations, namely, sub-district administrative organizations, sub-district municipalities, and town municipalities. In addition, other civil society organizations can also promote participation in the mission to promote the quality of life of the elderly as long as the community organizations and civil society have strength and potential” (interviewed experts on September 6, 2021).

4. Discussion

The promotion of quality of life for the elderly according to the development plan of the local administrative organizations in Khon Kaen Province found that: 1) the planning and setting of scope, scale, and context of the project in the five local administrative organizations were different in organizing welfare for the elderly due to the budget allocation and consideration of the management potential of each local administrative organization on the development of the elderly in five dimensions—1) emotional and mental dimensions, 2) social dimensions, 3) physical dimensions, 4) cultural and social dimensions and changes in the Thailand 4.0 era, and 5) economic dimensions. The activities promoting happiness of the elderly shall take into account whether the elderly can do activities on their own as a hobby or favorite activity, causing self-esteem and self-worth through helping others. The results were consistent with Wannasuk and Jaroenjitt [11]. The authors reported that the elderly agreed with the government’s policy to promote the quality of life of the elderly. 2) Determination of administrative resources of the five local administrative organizations is in accordance with the guidelines for budgeting expenditures for the fiscal year of the National Strategy Budget (2017 – 2021), Master Plan under the 12th National Strategy National Economic and Social Development Plan (2017 – 2021), National Policies and Plans on National Security (2017 – 2021), the National Reform Plan and important government policies, focusing on the preparation of integrated budget expenditures for the fiscal year. 3) The monitoring control management of all five local administrative organizations has a process for managing the monitoring control in the same practice according to Article 6 of the Rules of the Auditor-General of the State Audit Commission on the Establishment of Internal Control Standards B.E. 2544 (2011). The actions shall be in accordance with “Practical manual for local government organization to prepare a request for a subsidy budget in the event that the local administrative organization is a budget receiving unit”, which the local administrative organizations study and use as a guideline for the preparation of a request for an expenditure budget to cover the number of target groups and to enable the local administrative organizations to manage the budget sufficiently in each fiscal year.

Therefore, promoting the quality of life of the elderly, focusing on public policy and management of the public sector, is a social welfare arrangement for the elderly by local administrative organizations as a public service. It should take into account the policy process, policy, stakeholders, outcomes, and the impact of action to achieve effective and diverse work on welfare for the elderly with limited government resources and budgets allocated. The policy should support decentralization to local governments and civil society, develop working in a network with a variety of partners, i.e., public agencies, private business organizations, communities, NGOs, academic institutes, and professional interest groups, and lead to the production of public services together. This is consistent with the study of Roengtam [12] which found that the local governments focus on working with the people with the aim to directly respond to the economic and social needs of the local community. Co-production of public services transforms the role and perspective of government, the public, and private sectors towards the

production of public services more efficiently. The concept of co-production of public services has advantages as follows: 1) reducing production costs with the efficient use of resources and budget to achieve quality public services, resulting in cooperation between the government, the public, and the private sector, thereby improving the decision-making of policymakers and policy leaders [13]; 2) creating good relationships between the people and agencies, trust and involvement in defining public services, enabling public services to meet people's needs and people's satisfaction in receiving services [14]; and 3) promoting democracy by empowering the people and creating social justice [15-17].

5. Conclusion

The five local government organization development plans included both formal and informal approaches for enhancing the quality of life among the elderly. These approaches were motivated by the varied and diverse work plans among the local areas and were focused on reducing vulnerabilities related to physical and psychological health and income security. The outcomes, results, and impacts related to the project outputs of all five organizations included defining and managing elderly welfare benefits in seven areas—education, social security, health, recreation, housing, public/social services, and employment. The current research found that, in practice, implementation of the development plans did not reach all areas and was disadvantaged by a lack of personnel with knowledge or expertise in caring for the elderly.

Comparing the processes used for project management among the five local government organizations showed differences in terms of elderly welfare provision, namely, in their project planning and scope, scale, and context. These differences were a consequence of budget allocations and considerations related to the administrative capacities of each local organization. The arrangement of administrative resources and the management process, supervision and oversight, and follow-up were similar across all cases.

6. Recommendations

6.1 The local administrative organizations should collect information and create a database about the elderly systematically and modernly to provide planning and defining the scope, scale, and context of the projects effectively and in accordance with the needs of the elderly.

6.2 The local administrative organizations should clearly designate the persons responsible for the management of administrative resources and collect official documents, receipts for business budget disbursement of the local administrative organizations for the specified period as approved in the ordinance annual budget and able to spend the budget according to the specified plans/projects.

6.3 The local administrative organizations should establish an internal control system in accordance with the guidelines of the State Audit Committee, in order to monitor the operations in accordance with the internal control guidelines to prevent or

minimize damage and mistakes that may occur and to achieve the objectives of internal control in all sub-divisions

6.4 The local administrative organizations should create networks with other agencies to provide welfare for the elderly in order to provide a variety of welfare benefits.

Acknowledgments

This research project was financial supported by Faculty of Humanities and Social Science, Khon Kaen University.

References

- [1] C. Mahakanjana, Decentralization reforms and social changes in Thai municipal governments, *Thai Journal of Public Administration* 12 (2) (2014) 9 – 35.
- [2] Department of Older Persons, Statistics on the elderly in Thailand, 77 provinces as of December 31, 2020. Available from: <https://www.dop.go.th/th/know/side/1/1/335> (accessed 25 August 2020).
- [3] W. Seraw, X. Lu, Review on concepts and theoretical approaches of policy implementation, *International Journal of Academic Multidisciplinary Research* 4 (11) (2020) 113 – 118.
- [4] J. W. Creswell, *Qualitative inquiry & research design: choosing among five approaches* (3rd ed.). Thousand Oaks, CA: SAGE Publications, 2013.
- [5] J. Gustafsson, Single case studies vs. multiple case studies: a comparative study. Available from: [https://www.diva-portal.org/smash/get/diva2:1064378/FULLTEXT01.pdf%20\(10](https://www.diva-portal.org/smash/get/diva2:1064378/FULLTEXT01.pdf%20(10) (accessed 25 August 2020).
- [6] Khon Kaen Provincial Administrative Organization, Fiscal year 2021 action plan of the Khon Kaen provincial administrative organization, Khon Kaen: Khon Kaen Provincial Administrative Organization, n.d.
- [7] Khon Kaen Municipality, The four-year local development plan (2018 – 2021) of Khon Kaen Municipality, Khon Kaen: Khon Kaen City Municipality, 2016.
- [8] Sila Municipality, Local development plan (2018 – 2022) of Sila Municipality, Khon Kaen: Sila Municipality, n.d.
- [9] Ban Had Subdistrict Municipality, Four-year development plan (2018 – 2021), Khon Kaen: Ban Had Subdistrict Municipality, n.d.
- [10] Lahanna Subdistrict Administrative Organization, Five-year development plan (2018 – 2022) of the Lahanna Subdistrict Administrative Organization, Khon Kaen: Lahanna Subdistrict Administrative Organization, 2019.
- [11] T. Wannasuk, R. Jaroenjitt, Government policy to promote the quality of life of the elderly in Bangkok Metropolis, *Rajapark Journal* 14 (33) (2021) 244 – 257.
- [12] S. Roengtam, Public office and people co-administration in local development planning, *Utopía y Praxis Latinoamericana* 25 (6) (2020) 154 – 166.
- [13] V. Pestoff, Co-production, new public governance and third sector social services in Europe, *Ciências Sociais Unisinos* 47 (1) (2011) 15 – 24.
- [14] M. Sorrentino, M. Sicilia, M. Howlett, Understanding co-production as a new public governance tool, *Policy and Society* 37 (3) (2018) 277 – 293.
- [15] A. Thoongsuwan, S. Pavapanunkul, N. Mahittichatkul, The co-production model of Thai film industry and movie business: applying the conceptualization of compassionate love relationship-led merit based investment, *PSAKU International Journal of Interdisciplinary Research* 6 (2) (2017) 66 – 75.
- [16] D. Vanleene, B. Verschuere, J. Voets, Benefits and risks of co-production: a preliminary literature review, Paper for the IIAS Conference on co-production of public services, Nijmegen, June 2015, 1 – 20.
- [17] N. Jentsantikul, Elderly welfare management of local administrative organizations: A literature review, *Interdisciplinary Studies Journal* 21 (2) (2021) 254 – 266.