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Key success factors of disaster management policy: A case study of the Asian cities climate change resilience network in Hat Yai city, Thailand

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ABSTRACT

The objective of this research was to study the key success factors of public policy in disaster management in Songkhla province, based on a case study of the Hat Yai Asian Cities Climate Change Resilience Network (ACCCRN) in order to propose guidelines for sustainable disaster management in the area. The methodologies applied in this research were both quantitative and qualitative. In the quantitative approach, the researcher used a questionnaire with 400 samples from three representative communities in Hat Yai city. The qualitative approach used the focus group technique with the stakeholders of policy implementation. The results of the survey regarding the problems within some communities affected by flooding indicated that most of the respondents had faced flooding in their community. Moreover, these respondents had participated in the policy and were aware of information about ACCCRN from different media, as well as having participated disaster management activities and had meetings with the organizations or personnel involved with disaster management. Moreover, the results showed a relationship between the individual factors and the information awareness of ACCCRN at the 95% confidence level. Additionally, the results using the qualitative method showed that the model of disaster management in Hat Yai, Songkhla province, involved three key success factors of disaster management policy: (1) there is a balance between self-interest and the public interest; (2) private participation is required; (3) addressing obstacles to policy implementation and its effective implementation. The benefits from this research are enormous in terms of successfully implementing disaster management policy and this policy can be applied to other contexts in Thailand as well.

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Introduction

The adverse impacts of environmental changes are now evident through the greenhouse effect, the increase in the

world temperature, and the rising sea level—just to mention a few examples. All these changes can lead to greater consequences or even disasters with global impacts causing great concern for the World Meteorological Organization (WMO) (Environmental Research and Training Center, 2013). Recently, these impacts and disasters have been occurring more frequently with far more serious impacts.

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Floods are a major disaster in Hat Yai city, which is one of the cities most severely affected by flooding in Thailand. Wongwisetsomjai (2011) reported that during severe flooding in Hat Yai in November 1988, water rose 1.43 m and the flood-affected area was reported to have covered 20 km² with an estimated financial loss of more than THB 1,000 million. In the November 2000 flooding, the affected area in Hat Yai covered 3,300 km². Water from the Klong U-Tapao canal reportedly spread over 2,400 km², with estimated financial and economic losses of THB 17,000 million. In November, 2010, flooding again affected Klong U-Tapao and 80 percent of Hat Yai city area, with some 30,000 families affected, and more than THB 10,000 million in economic losses incurred.

From these flooding experiences, preparations to protect the people from the harsh impacts of such disasters have not been effective. Hence, it was only during the 2010 flooding that cooperation in disaster management started, with support from the Rockefeller Foundation. The Foundation supported the creation of the Asian Cities Climate Change Resilience Network project (ACCCRN), a participatory community planning project. ACCCRN's main objective is to develop the potential and readiness of the people in disaster areas to enable them to come up with strategic and tactical plans to cope with the impacts of climate change by working as a network and cooperating with associates at the local level. The implementation process of the project to cope with flooding in Hat Yai was based on legislation integrating management of the government sector, civil society, and communities which was recognized with a Thailand Public Service Award in 2012.

However, the integration policy employed a top-down approach, which had some limitations in terms of knowledge among the sectors involved, especially local people, who have been directly affected by the flood. The significant factor that contributed to sustainable disaster management was the media, which has created public awareness through continuous dissemination of disaster-related problems and information, and has facilitated network creation and cooperation among the government, private and public sectors. As a consequence, recognizing those limitations, the researchers' interest was aroused to study the problem systematically to create a body of knowledge that could be applied to other areas encountering similar problems. The case study of Hat Yai ACCCRN, could be an ideal model for the analysis of public policy in disaster management. The study could also benefit flood-prone areas and the people involved if an ACCCRN guideline model for disaster management that incorporates social and economic dimensions of the external environment could be prepared the network works basically in a cooperative manner to solve the flood problem and to learn actively together. The effects of the disaster on the community were assessed so that the community could be able to cope with and learn to adapt to the impacts of such disasters. The foundation of this study combined public policy with social processes to create "community power," which is seen as a tangible and sustainable economic security system. Furthermore, the community's involvement through the experiences and lessons learned from handling community problems and the development of guidelines to

implement public environmental policy are viewed as the network's major contributions to public policy sustainability.

Objectives of the Study

The objectives of this study were: (1) to survey the opinions of the citizens affected by flooding in Hat Yai on the involvement of ACCCRN in disaster management, as well as to identify their level of understanding and awareness of the role and activities of ACCCRN; and (2) to study the key success factors of disaster management policy in Hat Yai by analyzing and applying the case study of the Hat Yai ACCCRN.

Literature Review

Public Policy and Policy Implementation Concept

Public policy needs to have an objective that not only responds to people's needs but also aims for the betterment of the entire country. This requires systematic planning, guidance, and legislation to encourage the continuous implementation of activities until general guidelines of best practice can be drawn (Thamrongwong, 2007). A well-developed policy requires a competent policy maker, a good leader with a good understanding of the know-how of policy implementation, effective management (Somporn, 1993 as cited by Chusuk, 2010), and attitudes of the stakeholders being taken into consideration (Rodprasert, 1996). Additionally, public policy provides broad guidelines on proper decision making management (Siriwan, 1996).

The study of Daniel and Sabatier (1989) found that to successfully implement a policy, the following conditions must be met: (1) there must be a precise relationship between cause and result; (2) policy must be clear; (3) there must be a real intention from the government to support it; (4) there must be organizational support; and (5) external environments must not have conflicts with the policy. If these conditions are absent in the policy implementation process, conflicts and obstacles are likely to occur which could cause implementation failure.

Based on the policy evaluation concept of Anderson (1994), policy implementation success is achieved when the results obtained from the comparison between expectation and results throughout the implementation process meet implementation objectives. On the other hand, Dunn's (2004) of success placed more emphasis on the change in society where policy was implemented. Its focus was more on the problems solved and the responsiveness of the society, stressing the implementation results more.

Fitzpatrick, Sander, and Worthen (2010) expressed the idea that human society had choices, and the best choices for humans require self-learning in choosing any activities that are evaluated as the best ones. Moreover, House and Howe (2000) discussed the idea of policy evaluation as the activity which created the understanding and accepting of policy; which was not something that forced people to believe but emphasized the results after the policy was implemented and people accepted its results.

In 2007, Pulz and Treib (as cited in Ketsuwan, 2008) classified three policy implementation approaches: (1) the top-down approach, (2) the bottom-up approach, and (3) the hybrid approach. According to Chantasorn (2008) there are 12 factors in policy implementation: the nature of the policy, the resources, the target group, the organizations which implement the policy, the management team, roles and job description (communication), the public relations, personnel, cooperation, planning and controlling, the evaluation process, and environmental factors. Therefore, in order to be able to successfully implement the policy, understanding of the situations and problems is required to avoid failure. Additionally, implementation is the practice that achieves the objective effectively and efficiently.

Disaster Management Concept

The UN International Strategy for Disaster Reduction (ISDR) defines “disaster” as an unexpected environmental situation occurring in a community that severely affects inhabitants resulting in the loss of lives, assets, the economy, and disruption of the social network thereby, disabling affected people to handle, cope, or manage the disaster itself and its damaging impacts (Ubalee, 2008).

The Asian Disaster Preparedness Center (ADPC) defines disaster as the loss of human lives and assets resulting in the destruction of economy, society, and others. A disaster can be categorized according to the cause of the disaster: (1) natural disasters such as flooding, tornadoes, earthquakes, and tsunamis (2) human-inflicted disasters such as acts of terrorism, traffic or transport accidents or fires; and (3) disasters caused by technological failure such as that caused by communication and nuclear power failures (Department of Disaster Prevention and Mitigation, 2014).

The lack of cooperation among government sectors, people, and stakeholders has remained as one of the major barriers to effective policy implementation. Knowing that disasters, regardless of causes, have now increased in frequency and severity, systematic disaster management could prepare people to cope better at any-time—regardless of whether it is before, during, or in the aftermath of a disaster. Provan and Brinton (2003) stated that working on disaster management requires cooperation within the network implementing the disaster management activities at all levels—the community, the implementing organization, and the government sector. These three levels should form a “social network” and work together to reduce disaster risks and to prevent and cope with the impacts of the disaster. Thus, it is important that the disaster management plan and the actions that should be implemented in case of a disaster should be worked out in advance to minimize the impacts on people and the government.

Key Success Factors in Policy Implementation

Key success factor (KSF) indicators for achieving the objectives or goals of policy implementing organizations must be established to ensure that all staff, regardless of their level, are working toward the same direction. Key success factors provide the concepts, guidelines, and

methods for an organization to achieve its objectives and realize its vision (Chantaprai, 2007). Some of the key success factors in implementing a disaster management policy thus include:

1. Balance between self-interest and public interest: According to the concept of McDonald (2010), as cited by Tanrangsan (2009), an organization is composed of people with varied thoughts, attitudes and backgrounds, which are likely to create misunderstandings and conflicting ideas that in turn might result in self-interest promotion instead of working for the best interest of the public. Failing to maintain a balance between vested and public interest can result in failure to achieve policy objectives or goals.

2. Private participation: Contrary to the belief of most people that development of the country is the responsibility of the government, more and more people are now convinced that it is a shared social responsibility. The private sector should cooperate with society to create better relationships, since businesses cater to the needs of the society. As such, businesses should be flexible to adapt to changes in the demand of the society (Wongprasert, 2009).

3. The beyond boundary status: This pertains to the management approach of an organization where people of varied backgrounds and expertise are able to work together and complement each other's knowledge to come up with a consensus agreement. The achievement of the ‘beyond boundary’ status often involves self-sacrifices, suppressed anger, and compromises resulting in an alignment in a direction to achieve the set objectives (Srirod, 2009). The generation of a variety of novel ideas during the process of achieving the ‘beyond boundary’s status can result in future innovation.

Hat Yai ACCCRN

Climate change resilience nowadays is a response to the many natural disasters affecting the world's population. The Asian Cities Climate Change Resilience Network, or ACCCRN, is a project which assists and supports many big cities in Asia to plan and prepare for, and cope with, the disasters caused by climate change. ACCCRN uses teamwork including associates and members from many sectors of the country to plan, prepare, and cope with the disasters (Office of Public Sector Development Committee, 2012).

ACCCRN is a network project in Asia supported by the Rockefeller Foundation, created to help people affected by climate change cope with the impacts. Realizing that the effects from the climate change in large urban areas with big populations such as the cities of Thailand, Vietnam, Indonesia, and India could result in severe loss of human lives and assets, ACCCRN has focused on building resilience to enhance the capacity of the vulnerable people by fostering partnerships and collaboration. In addition, the network will aspire to expand the coalition to improve climate change resilience in the region.

The ACCCRN project implementation process begins by identifying the major disaster that is likely to occur in the selected city (Hat Yai) as a result of climate change, (flooding in this case) and studying its direct and indirect effects on the city system. The city system is quite

complicated because it is inter-related with other systems such as the ecological system including physical and basic structures, the social system, and economic and financial systems. Flooding impacts on the city system and could affect the city's growth and development. Activities are planned to prepare the people to cope with a flood disaster.

Then, a central working team structure to support Hat Yai's ACCCRN is created. The team consists of a provincial board of directors serving as close consultants; the public sector such as the Songkhla Chamber of Commerce whose representative is the president; representatives from Hat Yai city municipality as secretarial staff and the operational staff from the government sector such as the Department of Disaster Prevention and Mitigation, the Southern Metrological Center (East Coast), the Water Resources Regional Office 8, the Regional Irrigation Office 16, Prince of Songkhla University, local representatives such as Pa Tong municipality, Ko Hong municipality, Klong Hae municipality; the community sector such as the Songkhla Community Foundation, and the media who are all pioneered by the Rockefeller Foundation (RF) and co-associates such as the ARUP through the TEI. This structure is designed to coordinate all efforts from the organizations and stakeholders involved. It is also designed to implement a long term program to support strategic and localized areas.

Research Methods

In order to identify the key success factors in the implementation of the disaster management policy, the case of Hat Yai ACCCRN was studied. The study utilized both quantitative and qualitative analysis.

Quantitative Analysis

A questionnaire was used to survey people's opinions, with regard to their participation in disaster management, their knowledge and understanding of ACCCRN, and their awareness of the effects of climate change. The survey was conducted with representative groups from three communities of Hat Yai—Pratankirawat, Ton Lung Patong and Hat Yai Nai. Community selection was based on the following criteria: disaster-affected community, habitat congestion, and distribution of habitats.

Steps in Quantitative Analysis

- (1) Population and sample size determination. The total population of the three communities in this study (Pratankirawat, Ton Lung and Hat Yai Nai) was 7,839 people from 3,709 households (March 2013). The sample size required in the study was 380, which was based on the widely accepted formula of Yamane (1967) to calculate samples sizes. However, the researcher used 400 samples in order to create enough samples for collecting information from the three communities.
- (2) Questionnaire development. The measure or instrument used in this part was the questionnaire developed

from reviews of related literature. The questionnaire reflected each participant's view of: (1) the process of creating public participation in disaster management by ACCCRN in Hat Yai; (2) implementation of the disaster management guidelines; and (3) the problems and obstacles in the implementation.

- (3) Validity and reliability testing. The validity of the questionnaire used for this research was measured by consulting experts and specialists in the field in order to check the wording, language use, and communicative efficiency in terms of ease of understanding and ability to obtaining right-to-the-point answers. Furthermore, pretesting with 30 samples was done in order to verify the reliability by using Cronbach's alpha coefficient method. According to the reliability tests, the alpha coefficient of the questionnaire was .735, indicating all variables had a reliability higher than the typical acceptable level (Hair, Black, Babin, & Anderson, 2010).
- (4) Data collection and analysis. Two types of statistical analysis were used. Descriptive analysis was used to describe the characteristics of the collected data using percentages, means, and standard deviations. Inferential analysis was used to analyze independent variation which consequently affected dependent variation. The chi-square (χ^2) technique was used to test the relationship among the variables in the research. For the purpose of statistical testing, all tests were conducted at a .05 level of significance.

Qualitative Analysis

The case study and in-depth interviews of the focus groups were used to acquire qualitative information. Key informants in this study were the people from the public sector and the ACCCRN committee who were involved in the policy formation and implementation.

Steps in Qualitative Analysis

- (1) Key informants selected: These were people who were qualified to provide the information needed for the research, and therefore the selection criteria were based on the purposive sampling method. The following inclusive criteria were used: (i) being a participant in flooding projects, (ii) having relevant experience in an organization, and (iii) contribution to disaster management in society continuously for not less than 3 years. The researchers contacted related organizations to request name lists and selected the key informants whose characteristics matched the set target population and criteria. Finally, 10 key informants were selected from the representatives of five groups: political and governmental sectors, the public sector, the education sector, the media and communication sector, and communities and stakeholders.
- (2) Measure designed: The questions raised during the in-depth and focus groups were based on the knowledge

and information from the literature review and developed from the primary data received. Then, unstructured questions were formed for the in-depth interview and focus groups.

- (3) Data collected: The data were collected from the in-depth interviews with the people in charge of disaster management policy in both the public and private sectors. Then, the primary and secondary data were collected and incorporated into the model of disaster management. This model was used subsequently in the focus groups with the representatives from stakeholders. The participatory observations were also used as guidelines in the focus groups and the content validity of the questions was proved by professionals in the field. Data triangulation was used to validate the data on information of time, venue, and the people involved and for the results of the in-depth interviews of the focus groups.
- (4) Data qualitatively analyzed: The content analysis of the qualitative analysis was used to check its validity. Then, the results from both the quantitative and qualitative analysis were considered again for validity.

Results and Discussion

Quantitative Analysis

The analysis sector of this research was comprised of members of ACCCRN in Hat Yai and information was collected from the three communities of Pratankirawat, the Ton Lung community, and Hat Yai Nai. The population was 7,839 people, consisting of 3,706 families, while the sample size was 400 units and the demographic data and perceptions of the ACCRN project of the sample are shown in Table 1. The majority of the respondents were female (68.0%), held a bachelor's degree (50.0%), were self-employed as entrepreneurs (34.8%), and the age of family members was between 30 and 59 years (45.0%), had a monthly income lower than THB 10,000 (40.0%), with four people living in the household (40.5%), in a one-story house (42.2%), and they had participated in an ACCRN project (91.8%).

Expanding on Table 1, respondents had awareness of the ACCCRN project from: the media such as the radio, newspapers, and magazines; participation in activities to learn about and understand the disaster management project; browsing information on the ACCCRN website; and participation in meetings with the project's representatives.

The relationship between the demographic data and awareness of the ACCCRN project was tested using χ^2 at a test level of .05 and was significant for the following aspects. Males had a better awareness of the ACCCRN project than females, and the respondents that had a higher education level had a better awareness level of the project. Governors and civil governors had a better awareness level than other professions. The social status of the Tambon municipality had better awareness than other social status groups. The higher-income respondents had better awareness. The types of accommodation and number of

Table 1
Descriptive statistics and perceptions on ACCRN project of the sample

	n	Percentage
Sex		
Male	128	32.0%
Female	272	68.0%
	128	
Education		
Under-bachelor degree	200	50.0%
Bachelor degree	172	43.0%
Higher-bachelor degree	28	7.0%
Occupation		
Employees	61	15.2%
Farmers	82	20.5%
Entrepreneurs	139	34.8%
Civil governors	94	23.5%
Students	24	6.0%
Age of family members		
Less than 9 years	259	17.0%
10–29 years	418	27.5%
30–59 years	685	45.0%
More than 60 years	161	10.5%
Participation in ACCCRN		
Yes	33	8.2%
No	367	91.8%
Monthly income (Baht)		
Less than 10,000	160	40.0%
10,001–20,000	153	38.2%
More than 20,000	87	21.8%
No. of people in household		
Less than three	28	7.0%
Three people	75	18.8%
Four people	162	40.5%
Five people	92	23.0%
More than five	43	17.7%
Resident type		
One-story house	169	42.2%
Two-story house	126	31.5%
Town house	38	9.5%
Rented house	67	16.8%

family members also had a relationship with the project awareness; that is, the people that lived in a one-story house and had four members in the family had better awareness.

Qualitative Analysis

The results from the literature review, in-depth interviews, and focus groups indicated that the model of effective disaster management in Hat Yai should consist of three factors—private participation, beyond boundary, and the balance of self-interest versus the public interest, and the relationships among these three dimensions are shown in Figure 1.

Private Participation

The factors that contributed to the private participation were:

1. Public mind is from the individual and many other factors from the individual such as socialization, the values of many public sector components (most of whom are Chinese and have the value of public mind); helping

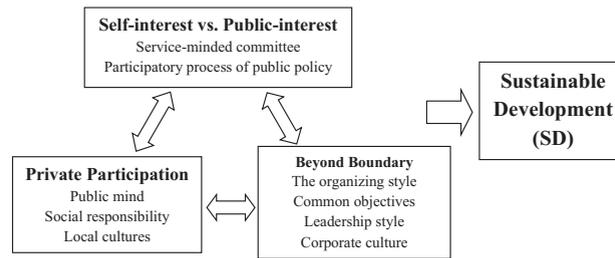


Figure 1 Model of the relationships among factors contributing to public-participatory policy in disaster management success in Hat Yai

other people; and the awareness of the stakeholders. Moreover, members from the public sector components were educated in the institution or in the faculties which pointed out the structures in policy management or some had the experience from working with some networks and some wanted to use their knowledge to help society.

2. Social responsibility comes from leadership and public participation. Many of the public sector members participated in the disaster management project with ACCCRN because this project is part of their corporate social responsibility (CSR) through CSR-as-process, such as the Songkhla Chamber of Commerce, Rotary, and other foundations. They implement the project as if they are representatives of the public and they are able to see the whole picture and have visions concerning solutions and the development of solutions. Social responsibility allows them to realize their knowledge and capabilities in the implementation of the project (CSR-after-process).
3. The cultures of Hat Yai originating from the participation of the community. The Chinese ancestors planned the city and everything regarding future generations including the railway station, buildings, and schools or hospitals. They cooperated with the government in developing the city to be prosperous—CSR-as-process. The rich donated land, money, and other resources for the good of the public, for building schools, universities, and hospitals as examples. The first Chinese generation had a strong and distinct leadership style, and was public minded in helping people, while the following generations were still public minded but they were more focused at an individual level or were narrowly focused on only their groups or communities.

Still, there are some obstacles in public participation regarding disaster management, including: value in a capitalistic society focuses more on self-interest than the public interest; the public sector still does not have knowledge about disaster management; the methods for participation in the disaster management project were not clear; some private sector components viewed the problems as the responsibility of the government alone and they did not have control or power in managing the disaster; and some private sector members had negative attitudes toward the performance and ability of the government in dealing with and solving problems, and therefore they did not participate in any activities of the government.

Beyond Boundary

The factors contributing to the integration of professionals in different sectors to work toward the same goal or direction are:

1. The organizing style is based on the community of practice (COP), which works on a linear, flat, and flexible style which can easily connect with other communities or sectors. Some of the sub-factors follow:
 - (1) There are common objectives; that is, every working committee shares the same objectives, no matter which institutions they are from—the private sector, academic personnel in the university, civil governors, or municipality. Finally, they work together toward the same goal or objective, which is disaster management.
 - (2) The competency and knowledge of the working committee has very high potential, with complete and balanced components. The ACCCRN project began with selecting the target city, which was Hat Yai and the committee could be chosen freely, which was suitable for the conditions. The committee was composed of the government sector, the private sector, the academic sector, and local government. The criteria for selecting committees should be based on people's public mindedness and their suitability for the work. The connections and relationships would be created after they have been working together for a long time.
 - (3) The leadership style is very important. During the beginning of the project, the Vice President of the Songkhla Chamber of Commerce was chosen to be the president of the committee. Also, the committee consisted of professionals from many organizations or institutions; Water Resource specializes in water supply management, the metrological center specializes in weather forecasting, and the local government is responsible for the management within its own area. Therefore, the president of the private sector would listen to every party, invite the participation of every sector, and use the consent from the meetings to make decisions and assign jobs and responsibilities clearly to make every party feel comfortable when working together. Additionally, the relationship between the committee and the municipal government was good, since they needed to rely on each other regarding many matters such as the budget from

the government and empowerment between the two parties. This relationship has been built on trust and respect in order to achieve the same goals or objectives.

- (4) The corporate culture of ACCCRN stresses teamwork. In making major decisions, there must be committee meetings and 4 to 5 members are selected to share their opinions or directions toward the problems or issues in the meetings; the decisions are not made by one person. Teamwork means that everyone works together no matter which institutions or organizations they are from, or what strengths or weakness they have; everyone has the same goals and works toward the same goals or objectives. All of the people respect one another and never consider the weakness of other members as obstacles to teamwork because they believe in thinking “out of the box”—that everyone has his or her own ideas and opinions. This also requires the integration of opinions and actions.

Moreover, the implementation of the project has run purely without the influence of political power; every decision and plan is from the knowledge and professionalism of the members.

Creative Thinking

Creativity is being used to find answers to the questions or problems that have not been solved. Since the Thailand Environment Institution (TEI) has been the consulting organization for the project, Share Learning Development (SLD) has been used to expand the same or existing ideas to acquire new ideas. SLD combines the attitudes, values, and opinions of all the members in the same direction and obtains solutions for specific problems. Based on SLD, the members come up with visions, missions, and strategic and operational plans. At the beginning every member came to the committee to work only for their own institution or organization, but SLD made them change their own attitudes and work for the public as a whole, seeing the effects of disaster as an important issue to solve together. Therefore, SLD resulted in creative thinking; for example, they could develop a disaster warning system which utilized technological and communication innovation, CCTV (Serenity) was something they had never had before, there were new and original innovations and workable supplies and were appropriate for the issues of disaster management. This flexible and creative atmosphere in the ACCCRN committee makes everyone a leader in the areas in which he or she is a professional. In short, SLD results in creativity.

Obstacles to Integration

The obstacles to the integration of beyond boundary are:

1. ACCCRN is not a corporate entity. The working committee works flexibly and is not very structured. If there

is no budget granted from the central government, the ACCCRN project cannot stand on its own feet. Because it is not a corporate entity, getting a budget from the central government is not easy.

2. Disaster management in the water basin is not a formal structure for integrating different institutions and working in alignment with the landscape ecology, and therefore the work of ACCCRN cannot push through laws allowing the ACCCRN committee to be legitimate.
3. The potential of the personnel has to be continuous, which means the new generations of personnel or committees should come from different professional backgrounds.

Self-interest versus Public-interest

1. The factors that contribute to the balance of self-interest and public interest consist of the knowledge and capability of every working committee, and the factors that create challenge and creativity for the committee. In this way, the committee would tend to put the public interest as a priority.

- 1.1. The selection of committee members: a criterion used is the public mind; everyone is excellent and has potential to work for the organizations or institutions and places the public interest as a priority. The committee believes that if the effects from the disaster could be resolved or reduced, it would benefit the whole community, which would also benefit self-interest.

- 1.2. Based on the public's participation in disaster management, the policy issuer designs the policy to benefit the public or community and in this way the individuals in the committee would also benefit from the least effect of a disaster and this would continue to future generations.

2. Obstacles

- 2.1. The value of a supportive Thai civil system affects the benefits of the public, as there is no separation between self-interest and the public's interest, and there is a lack of relationships with the community as a whole. The government policy would be difficult to pursue and implement because of the lack of the support from the public sector.

- 2.2. The lack of public mindedness and public spirit on the part of the leaders of organizations or institutions results in the lack of a service mind, which sees self-interest as being more important than the public interest and this impacts on the effectiveness and connections inside and outside organizations.

Conclusion and Recommendation

Climate change today has resulted in many natural phenomena. The network project of the Asian Cities Climate Change Resilience Network (ACCCRN) is to support and activate the potential cities in Asia which are ready and prepared for the effects of disaster, and to work as a network with cooperation among many associates locally in developing strategies and policies in coping and

managing the effects of disasters and helping the affected communities. Hat Yai ACCCRN was selected to be the pilot city for disaster management in the form of participatory public policy, and aims to develop model policy for other affected areas.

Three suggestions are offered:

1. Community level: the communities in at-risk or sensitive areas should have plans for coping and managing disasters within and among the communities, and to run the plans as a network for managing disasters.
2. Specific area level: the local government should have plans and budget allocation plans which cover active and passive tactics, such as in the Klong Utapao area, for example. A major network should be set up to cope with climate change by integrating the personnel in that specific area, such as in Klong Utapao for example.
3. Policy level or country level: the management style for disaster management should be based on political relationships, and the community and government sector should work in the same direction, with the support of both policy and budget from the central government.

The projection of public policy should consider the mechanism within the local area such as the community, networks, and knowledge centers. It should work in cooperation and in concrete ways. The key success factors suggested from the focus groups in terms of public participatory policy are as follows:

1. Open opportunities for the private sector to participate in every level of management, especially for new generations, who can be invited to the groups or networks according to their interests, and innovative and creative suggestions can be welcomed from them.
2. Creating a private sector network which can organize the CSR projects; the CSR-after-process and CSR-in-process and CSR-as-process by searching for new private sector members who are public minded, and have the leadership, budget, knowledge, and time to be able to take a greater part in the policy, formally and informally. Having a distinctive leader is very important, and the Chamber of Commerce should play a major role in implementing the policy.
3. Creating a knowledge package for the convenience of the community in applying and using when coping with disasters.
4. Creating a love for one's hometown, developing an education system which initiates courses that create relationships and a feeling of connectedness with one's hometown such as adding this topic in the Hat Yai study course in schools or universities, so that future generations have a love for and can identify with Hat Yai and its cultures, history, background, structure, and strategies.
5. Encouraging new generations to participate in and be responsible for the network of ACCCRN and to be the successors of this project.
6. Allowing or inviting the key stakeholders to participate in the project, not only in the private sector alone; this

can include groups of universities, hospitals or merchants, where every sector has equal participation.

7. Using this model from the study of the ACCCRN project with the private sector to let them share the vision, guidelines, knowledge, and understanding and feeling of taking part in the disaster management project.

Conflict of Interest

There is no conflict of interest.

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