

Elderly Housing Management Model in Thailand

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Abstract

This study aimed to study appropriate elderly housing management policies, analyze the potential of appropriate elderly housing management, and synthesize the appropriate elderly housing management model in Thailand. Qualitative research was employed along with secondary and primary data, including data collection, content analysis, SWOT analysis, TOWS matrix, in-depth interviews with executives and personnel, and some elderly people, and focus group discussions with semi-structured questions for elderly groups or clubs.

The results revealed that elderly housing policies in Thailand were appropriate. All agencies employed the 20-year national strategic plan as the main working policy. The policies mainly prioritize helping low-income and underprivileged groups. As for the structure of the agency that operates elderly housing, a structure was managed to drive policy based on the agency's mission. However, all agencies did not have the primary mission of taking care of the elderly housing directly but a secondary mission of the quality of life of the elderly. When studying the factors influencing the policy implementation by dividing the groups into urban dependency, rural dependency, urban non-dependency, and rural non-dependency, the clarity of the policy was found in rural areas whereas less support and allocation of personnel and budget resources were distributed to all areas with complex management. As for the potential of appropriate elderly housing management, limitations were found in terms of the allocation of resources, budgets, personnel, and materials in all areas (vary in each area). As for regulations for housing management work, limitations were found in the disbursement regulation and the estimated price was less than the current situation. In addition, limitations were found in terms of environment and the community's readiness due to different geography, urban and rural societies, living conditions, population density, the leader's vision, and performance of relevant personnel.

According to the results of this study, the model between the public sector, the private sector, and the community was the most suitable model for Thailand. This is in line with the concepts of Denpaiboon, Limskul, and Chotipanich (2018) and the concepts of Choiejit (2013), indicating that most seniors needed to live in the original residence. This confirms the concept of Leawrungruang (2012). Apart from the promotion of the improvement of original residence for the elderly, the unit and standardization of elderly housing should be increased. This includes elderly communities, elderly care centers, elderly nursing homes, dementia care facilities, elderly palliative care, and elderly communities. The government mainly supported their basic rights while the private sector has a budget, technology, and capital as a complement, and the community plays a role in understanding the real problem of the elderly. If the three sectors work together, it will lead to appropriate and sustainable elderly housing management.

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Introduction

Thailand is encountering a major demographic change, including entering an aging society. According to the United Nations, the aging society is defined as a society with a population aged 60 years old of more than 10 percent of the total population, and a completely aging society must have more than 20 percent of the population aged 60 years or more. Thailand has entered an aging society since 2005 with a population aged over 60 years, approximately 6 million people, or 10.5 percent of the total population. In 2019, Thailand had an elderly population of about 12 million from a total population of 68 million, or about 17 percent of the total population (Source: Department of Older Persons). It was predicted that in the next 4 years, the elderly proportion will be 20% and in the next 20 years, the elderly proportion will be 30%, meaning that in the next 4 years, Thailand will enter a complete aging society. Accordingly, an urgent matter is a readiness in various aspects for the elderly in terms of health, well-being, and basic living. One of the important factors is the preparation of appropriate housing for the elderly. Although more elderly real estate projects were available both in the public and private sectors, this may not be enough to meet rising demand.

People with low-income and relatively low middle-income accounted for 78.8% of the total population in Thailand or approximately 52.1 million people (National Statistical Office, 2017). According to a survey of the elderly population in Thailand in 2017, the number of elderly people who work during retirement was 35.1%. The main reason was to earn income to support their families or themselves with a high proportion of 43.4%. In the past, some elderly people had low economic stability, making them at risk of housing insufficiency in terms of quantity and quality. However, the government implemented policies related to elderly housing management directly and indirectly, such as the 2nd National Plan on the Elderly 2002-2021, the Revised Plan of 2009, Strategy 2 for Strategy on the elderly promotion and development, The Act on the Elderly, B.E. 2546, Amended No. 2, B.E. 2553 and Amended No. 3, B.E. 2560, etc. Most policies focus on elderly health care and the promotion of a better quality of life. Policies that reflect and prepare for elderly housing in the future were rarely found.

The Thai government formulated more financial planning policies for the elderly, such as elderly care allowance, an elderly pension from social security, etc. With a policy through the Bank of Thailand, the elderly people were encouraged to have housing and savings, such as the Reverse Mortgage (RM) of the Government Housing Bank or the Pracharath Project for the Elderly of the Government Savings Bank. Although these projects did not assure that the group of elderly who participated in the project will directly have good and appropriate housing for old age, it initially guaranteed an income after retirement to sufficiently manage living expenses, including housing and quality of life in other areas. However, the economic and financial preparation for the aforementioned elderly people does not support all elderly people with different careers or social groups. Therefore, there is still a question of how much savings are sufficient for future living and how the government helps prepare and solve this housing problem with the public sector.

Thus, this study aimed to investigate the elderly housing management model in terms of physical, economic, and social aspects to study the potential of housing management and apply the knowledge to the analysis to uncover the appropriate model as a policy suggestion for planning suitable elderly housing in the future.

Objectives

1. To study the appropriate elderly housing management policies.
2. To analyze the potential of appropriate elderly housing management.

3. To synthesize the appropriate elderly housing management model in Thailand.

Expected Benefits

1. To understand the appropriate elderly housing management policies based on the economic and social conditions in Thailand.
2. To know the potential of appropriate elderly housing management in Thailand.
3. To obtain policy recommendations and approaches to increase the potential of appropriate elderly housing management in Thailand.

Research Design

This was qualitative research with data collection on housing problems and demands of the elderly in Thailand as well as elderly housing management policy. Quantitative data were also collected on elderly housing from relevant agencies and additional searches from the internet. The content analysis was conducted as well as SWOT Analysis and TOWS matrix to analyze weaknesses, strengths, and opportunities to meet policy objectives and potential of elderly housing management. In-depth interviews were conducted with executives, personnel, and some elderly people with consent as well as focus group discussions with semi-structured questions for elderly groups or clubs to synthesize the most appropriate elderly housing management model.

Literature Review on Related Theories, Concepts, and Research Studies

1. Related Concepts and Studies on Elderly Housing

Based on the report on poverty and inequality in Thailand by the Office of the National Economic and Social Development Council in 2018, the inequality coefficient in terms of consumption expenses tended to decrease. When considering the difference in expenses of the people with the highest and the lowest expenses, the gap continued to expand. People with the lowest economic status had expenses of only 2,022 baht per month while people with the highest economic status had expenses of up to 18,688 baht per month. The wealthiest held over 50% of their assets while the poorest held only -0.6% (from debt and rent). In other words, the poorest had more liabilities than assets. One of the assets was housing. The wealthy owned residential properties with an average value of 3.3 million baht, while low-wealthy people owned residential properties worth about 100,000 baht. This indicates the accessibility of different quality housing with the opportunity of more than thirtyfold.

The above difference depicts the inequality of opportunity between high-income and low-income earners in Thai society. This is related to the opportunity to access different elderly housing. This problem was also found in European countries. Delfani, Deken and Dewilde (2015) conducted a study on *Poor Because of Low Pensions or Expensive Housing? The Combined Impact of Pension and Housing Systems on Poverty among the Elderly*, focusing on inequality in accessing elderly housing among low-income elderly. In this research, statistical data on income and livelihoods were obtained from four European countries, namely Belgium, Germany, Ireland, and the Netherlands. Low-income elderly people had difficulties accessing expensive and good-quality housing. As for the social impact of housing ownership, low-income households with their own housing had the opportunity to access more welfare from the government since they were stable due to the ability to take care of themselves than those with low income who do not own a place to live.

Pearson, Quinn, Loganathan, Datta, Mace, and Grabowski (2019) conducted a study on *The Forgotten Middle: Many Middle-Income Seniors Will Have Insufficient Resources for Housing and Health Care* to examine the potential for accessing housing and health services. In the future, if the price of elderly housing and health care services is higher,

these middle-income people may be less likely to receive services. Therefore, the government needs to have a policy to encourage savings or promote opportunities to rent or buy various housing services in advance before the elderly have insufficient pensions to pay. The promotion in the form of long leasehold for the elderly in Thailand has not been seen much. However, some operations have already begun, such as the Sawangkhanivet project of the Thai Red Cross Society. Although a study by Pearson et al. focused on the probability of accessing public or private housing services and a study of Delfani et al. tried to provide people with their own homes. Both studies focus on efforts to provide elderly housing for the elderly in the future. While Thailand is entering an aging society, promoting or formulating policies to accommodate the needs of the elderly in both forms should result in advantages for the elderly in the future.

The above two research studies were conducted in Europe and the United States with a comprehensive welfare system and the level of household income is very different from Thailand. This may cause weaknesses in an adopted model for policy guidelines in Thailand. Regarding elderly housing in Thailand, Denpaiboon, Limskul, and Chotipanich (2018) produced interesting forecasts about access to housing for low-income people in a study on Low-Income Housing Needs and Affordability for Thailand's Strategic National Plan During 2017-2037. It was predicted that in 2037, people with middle to high-income levels will still have the ability to access different types of housing as needed and more households will have access from higher incomes as the economy grows. For those with low incomes, some households in 2037 may have access to housing in the private sector while the lowest-income households will still face the problem of accessing the housing market on their own. This group still needs some government assistance, such as loans, welfare housing, or foundations while some still have to live in rented housing. The study by Denpaiboon et al. (2018) indicated the necessity and demand for housing of people of all levels in the future, especially people with low incomes. In the context of Thailand, low-income housing still needs huge support from the government from now to the future. Moreover, if people of working age cannot own stable housing, the chances for the government to provide assistance to care for this group of people when they age will be greater. In this research, the model for forecasting housing demand was created as shown in Figure 1.

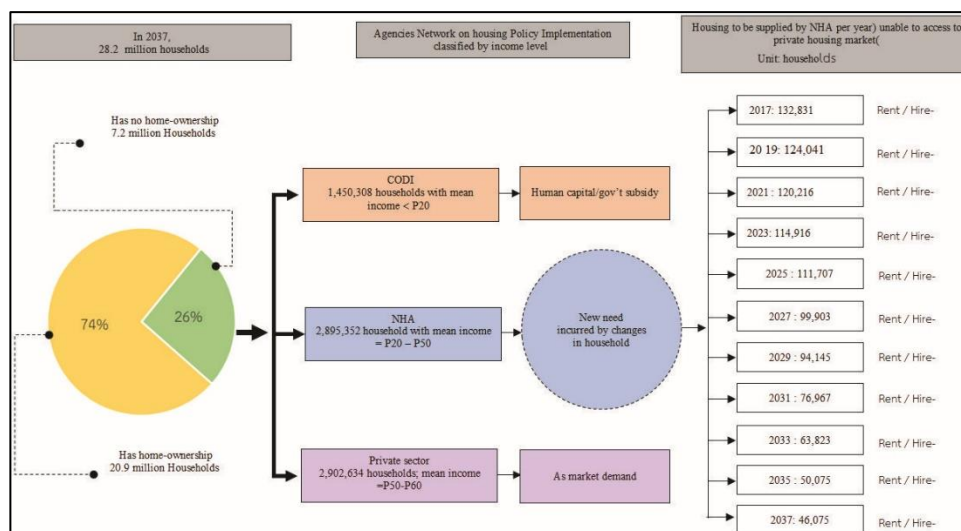


Figure 1 Model for Forecasting Housing Demand in the Future

Source: A Low-Income Housing Needs and Affordability for Thailand's Strategic National Plan During 2017-2037 (Denpaiboon, Limskul and chotipanich, 2018)

Based on studies by Denpaiboon, Limskul, and Chotipanich (2018) and Choiejit (2013), the obtained policy guideline to solve the elderly housing problem stress the importance of guidelines to reduce housing inequality among low-income elderly people through

“system design or policy formulation” to prevent or solve problems to improve the lives of the elderly.

All statements above uncover elderly housing problems in Thai society at all levels, including low-income and high-income earners. One of the problems is access to housing which is a fundamental factor in living, especially in Thai society which is about to become a completely aging society. This may cause obstacles in accessing appropriate elderly housing for those who still need planning and support from the government. In particular, some low-income elderly people may not be able to thoroughly access appropriate housing both now and in the future. Therefore, the government should design measures or policies to manage this problem urgently to reduce possible impact and damage by studying and issuing policies for elderly housing management both now and in the future as well as guidelines for the implementation. This is to create economic and social stability for Thailand. Therefore, this research studied the potential of elderly housing management through SWOT analysis, TOWS matrix, in-depth interviews, and focus group discussions with those who implement the policy in the area and the elderly stakeholders to find the appropriate elderly housing management model in Thailand.

2. Concepts on Management

1) Policy Implementation Guidelines

The study to understand policy implementation includes two different considerations (Mazmanian & Sabatier, 1989: 18), including implementation and social scientists which can be classified into 4 approaches as follows:

1.1) Structural approach: Modern organizational analysis is practical for studying policy implementation since organizational and policy designs are considered together (Barrett & Fudge, 1981: 419).

1.2) Procedural and managerial approaches: An appropriate structure for policy implementation may be less important than developing processes, procedures, and managerial systems to meet the techniques used (Hogwood). & Gunn, 1984: 210).

1.3) Behavioral approach: The structure and process control approach may have several limitations. However, attitudes and human behavior also influence policy implementation. The most widely known application of behavioral analysis is the organizational development (Eddy, 1970: 1981).

1.4) Political approach: A political approach is also important for analyzing policy implementation. The definition of politics includes forms of power and influence both between and within organizations.

2) Factors Influencing Policy Implementation

It indicates that the success or failure of the policy implementation depends on several key factors since the success of programs and projects are related to leaders' competence and organizational leadership, clarity of policy objectives, and successes in the past. Successful policy implementation depends on several key factors, including the source of the policy, clarity of the policy, support for the policy, the complexity of the administration, incentives for implementers, and resource allocation. These factors are influenced by a number of related conditions, such as legal restrictions, the need for rational consideration of bureaucracy, etc. (Brewer & deLeon, 1983: 265-274).

3) Concepts on Policy Evaluation and Organizational Effectiveness

Organizational effectiveness refers to the organization's ability to achieve its defined goals by taking advantage of resources, and members are satisfied with the work and the organization as a whole to adapt and develop to survive. Organizational effectiveness will be achieved through the condition that organization can benefit from the environment to achieve its planned goals. Besides, efficiency refers to high performance with a highly

productive working system to obtain products that are worth more than the resources used (Santiwong, 1990: 314).

1) Concepts on evaluating organizational effectiveness: Each discipline prioritizes different evaluation criteria. For scientists, organizational effectiveness should be determined by new inventions. For economists, it should be assessed from the return on investment. For sociologists, it should be based on the satisfaction of employees and the environment or working atmosphere, etc. (Suwanruang, 1993: 8-12).

2) Concept on performance effectiveness: Performance effectiveness refers to the result of success from work performance in the project or work plan according to the objectives of the organization that have been set or expected. Therefore, effectiveness means success that has already happened as expected. So, the work is efficient. Modern concepts in organizing work start with setting the goal. In other words, at the beginning of the work, there will be a goal or objective set (Anek, 1995: 7-8).

3) Concepts on policy effectiveness: Effectiveness refers to the ability to achieve the objectives or goals of a policy. Policy evaluation with effectiveness as a criterion can be accomplished by considering which policies can achieve the objectives.

In summary, “organizational effectiveness” is the goal of every organization. In today's world, competition is used to evaluate the success of an organization. Scholars in almost every field are interested in proposing concepts, theories, and models of organizational effectiveness into several different approaches according to the concept of each field. However, organizational effectiveness is the core of all organizational theories which demonstrates consistency used as a guideline for further application to consider which effectiveness is most important to that organization (Steers, 1980: 442). Concepts and theories related to organizational effectiveness have been developed to summarize the importance of organizational effectiveness. The operation of the organization will be effective or not. It depends on 4 groups of factors, namely organizational characteristics including structure and technology, environment including external environment and internal environment, employee characteristics including work performance and commitment to the organization, policy implementation including a clear goal and use of resources, creating a working environment, communication process, leadership, decision making, organizational adaptation, and innovation. Those affect the success or failure in the performance of the organization to achieve all the goals or policies set.

Conceptual Framework

Based on the study of concepts, theories, and data collection, elderly housing in Thailand lacked both in terms of quantity and quality and the problem may increase as the number of elderly people increases. Existing policies may not be sufficient to prepare for a completely aging society in the near future. This research compiled elderly housing management policies (both directly and indirectly) to analyze the model through the policy implementation by various organizations for managing the elderly with both independence and dependency, including implementations by public, private, and community organizations. The potential of existing elderly housing management was analyzed to find strengths and weaknesses in various operations for further policy recommendations. In this research, the conceptual framework was established to find the appropriate elderly housing management model to increase the quality of elderly housing in Thailand as shown in Figure 2.

For the policy evaluation and management potential in this research, three parts of measurements were conducted as follows:

1) The sufficiency of elderly housing policies was measured by the thoroughness of policies for the elderly with both dependency and independency in terms of clarity of the

policy, support for the policy, the complexity of the administration, incentives for implementers, and resource allocation based on the concept of management (Brewer & Deleon, 1983).

2) The potential of housing management was measured by the ability to produce, the flexibility of work to adapt to internal and external changes of the organization, tensions, and conflicts in the organization according to the concept of goal-based evaluation (Suwanruang, 1993).

3) The efficiency of policy implementation was measured by the methods used through various agencies in the past, including the public sector, the private sector, and the community by assessing the satisfaction and needs of the management, implementers, and the elderly. This research investigated 7 policy implementation models, including 1) the public sector, 2) the private sector, 3) the community, 4) the public sector and the private sector, 5) the public sector and the community, 6) the private sector and the community, and 7) the public sector, the private sector, and the community.

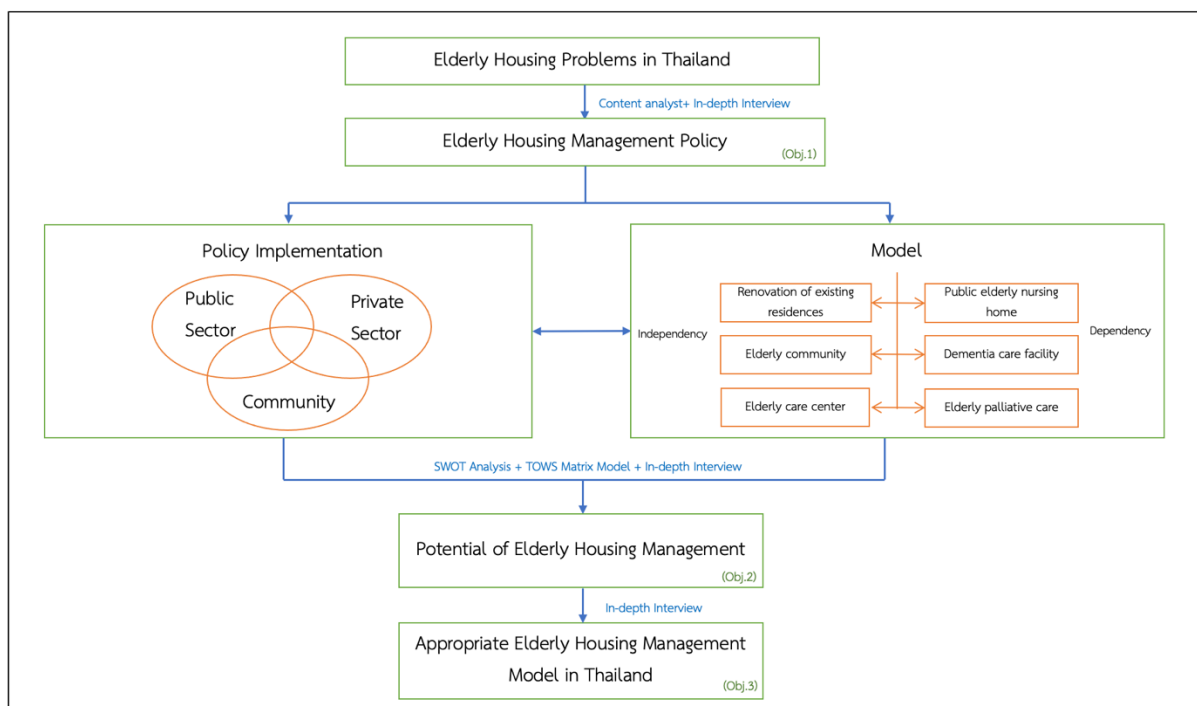


Figure 2 Conceptual Framework

Data Collection and Analysis

Data collection and analysis were conducted with the following steps:

1) Secondary Data

Data was collected, including databases that have been published, books, research papers, publications, theses, dissertations, articles in journals, newspaper articles and electronic information, government information, such as policies, laws, measures, regulations, ministerial regulations, acts, and projects from relevant agencies. The data include current aging population along with future trends, public policies related to elderly housing projects, concepts, management theories, elderly housing management, and related research. These data were used to study elderly housing problems and direct and indirect housing management policies in Thailand.

2) Primary Data

- Current elderly housing projects (Observe Survey: online and onsite)

- The results of in-depth interviews were from the samples in the interviews for outstanding elderly clubs at the health district level and communities with health promotion systems for long-term care with outstanding performance at the health district level from 2019 to 2020 of the Bureau of Elderly Health, Department of Health. The interview depends on the implementation models in the area. It may consist of representatives from the public sector, the private sector, community leaders, and the elderly in that area according to network partners for organizing activities. The objective was to find the appropriate elderly housing management model through in-depth interviews and focus group discussions.

3) Content analysis was conducted. The policy implementation of relevant agencies from the public sector, the private sector, and the community consisted of 4 main steps: (1) preparation of elderly housing policy information from the public sector, (2) determination of a two-part analysis, including agency implementers and implementation model, (3) coding and categorization based on the issues in the second step, and (4) analysis and presentation of findings, including an analysis of implementation models or activities in Thailand through SWOT analysis and TOWS matrix to meet policy objectives and the potential of the elderly housing management.

Discussion

1) Discussion on Research Related to Elderly Housing

Based on the literature review on several relevant theories and literature, such as a study by Delfani, Deken and Dewilde (2015) on *Poor Because of Low Pensions or Expensive Housing? The Combined Impact of Pension and Housing Systems on Poverty among the Elderly* to examine inequality in accessing elderly housing among low-income elderly. In this research, statistical data on income and livelihoods were obtained from four European countries, namely Belgium, Germany, Ireland, and the Netherlands. Low-income elderly people had difficulties accessing expensive and good-quality housing. As for the social impact of housing ownership, low-income households with their own housing had the opportunity to access more welfare from the government since they were stable due to the ability to take care of themselves than those with low income who do not own a place to live. This is in line with the findings of Thailand's current situation, indicating that high-income earners could choose housing services in the private sector more than low-income earners who have to wait for welfare from the public sector during old age, as stated in a study by Denpaiboon, Limskul and Chotipanich (2018) on *A Low-Income Housing Needs and Affordability for Thailand's Strategic National Plan During 2017-2037*.

From the review of various policies, most of Thailand's policies provided housing assistance for the elderly to the underprivileged or those with low incomes and offered tax support to the private sector to provide services to high-income earners. This created a policy gap for middle-income earners who may not be able to access public services for low-income earners and cannot use the services of the private sector as well. This is in line with the US study by Pearson, Quinn, Loganathan, Datta, Mace and Grabowski (2019) on *The Forgotten Middle: Many Middle-Income Seniors Will Have Insufficient Resources for Housing and Health Care*, reporting that middle-income elderly people in the United States had a low level of potential for access to housing and health services. For management to fill this gap in Thailand, it can be managed in two methods: adding policies to support middle-income groups to have equal rights with other groups and increasing planning policies to prepare for an aging society through savings since

working age (maybe for all groups) so that they will have the right to choose the right housing service for themselves during old age.

The policy to create a senior complex for the elderly by the public sector is consistent with the concept of a study by Delatorre (2013) on Sustainable, Affordable Housing for Older Adults: A Case Study of Factors that Affect Development in Portland, Oregon, suggesting one solution to the elderly housing problem which is the development of affordable elderly housing under appropriate management of public utilities and facilities. Moreover, Liaorungruang (2012) proposed guidelines for the development of elderly housing with low income. The government should provide housing welfare in the community for people in the area by giving the authority to the local administration organization. This is one of the people's well-being indexes and the government should formulate and drive the national plan on the elderly as an important mission of local government administration. This project reflects that the Thai government became more aware of the importance of elderly housing with low income.

In this research, the findings suggested that most Thai elderly people had low income and a low level of housing plan when aging. Therefore, it is difficult to access good quality housing. Most of them want to stay at their original residence and wait for help from the community, the public sector, and the private sector. Therefore, it is reasonable to adjust the mindset so that people of all ages are aware of the problem of entering an aging society and start planning before old age. Moreover, it also indicated that the elderly in Thailand tended to have an increasing demand for quality housing (for original residences and new ones). As a result, it is necessary to accelerate the preparation of elderly housing management in various forms to suit the attributes and needs of the elderly.

2) Discussion on Management Concepts

Management is the process used by the organization to operate by using personnel and resources to achieve the objectives with efficiency. This includes 4 main activities: planning, management, implementation, and control. In this research, elderly housing management was operated under behavioral science management first. After implementation, situational management could lead to success. However, when analyzing policy implementation based on Berman's concept (Berman, 1978: 437) called "programmed implementation", clarity of the policy in Thailand was placed on helping the elderly in rural areas with both dependency and independency. This caused a gap in the policy. While the complexity of the administration was found since the current regulations were not specified. In addition, regulations on construction budgets were not updated, causing an inability to help the elderly. Moreover, the allocation of resources in terms of manpower and budget was insufficient. As a result, junior officers need to request assistance from many sectors, including the public sector, the private sector, and the community to carry out their work successfully while multi-sectoral collaboration causes more complexity. In this research, policy gaps were found as well as insufficient numbers of housing services and projects that support appropriate elderly housing to meet the increasing number of elderly people. Resource allocation in management requires further improvement.

3) Appropriate Elderly Housing Management Model in Thailand

The findings discovered that although some policies on elderly housing management were seen, the management model of elderly housing in practice was not a sustainable solution. There is no housing policy as the main policy in any agency but less in the quantity of the policy on the quality of life of the elderly or the disadvantaged. They often cannot solve the problem at the root cause by aiming at the currently underprivileged elderly. A lack of agencies to inspect and supervise the quality of elderly housing was obvious as well as a lack of promotion or preparation for the working age before retirement that will cause more sustainability in elderly care.

This study clearly pointed out that apart from promoting the improvement of existing houses for the elderly to live in, the number and standardization of elderly housing should be increased, consisting of elderly communities, elderly care centers, elderly nursing homes, elderly dementia care facilities, and elderly palliative care. In addition, the situation of COVID-19 and economic conditions resulted in changes in consumer behavior. The extension of projects from the private sector to develop existing residences for the elderly to live properly is another good way to solve the problem. If supported by the government in terms of budgets, policies, and various laws together with the private sector and the community in terms of service and technology with the promotion of savings preparation before old age, this will enhance elderly housing management since the government mainly supported their basic rights while the private sector has a budget, technology, and capital as a complement, and the community plays a role in understanding the real problem of the elderly. If the three sectors work together, it will lead to appropriate and sustainable elderly housing management. This is in line with the findings that the suitable elderly housing management model in Thailand is Model 7 which is the implementation by the public sector, the private sector, and the community. This model was accepted by the executive level, operational level, and the elderly as a model that is likely to bring success and sustainability in the appropriate elderly housing management.

Conclusion

This study aimed to study the appropriate elderly housing management policy, analyze the potential of appropriate elderly housing management, and synthesize the appropriate elderly housing management model in Thailand. The findings revealed that the elderly housing policies in Thailand were appropriate. All agencies employed the 20-year national strategic plan as the main working policy. The policies mainly prioritize helping low-income and underprivileged groups. However, the policy did not cover all groups of the elderly, such as the middle-income or high-income group. This is in line with a study by Delfani, Deken and Dewilde (2015) in Belgium, Germany, Ireland, and the Netherlands, suggesting that low-income households with their own residences had the opportunity to access the welfare of the government more than other groups. Even if current policies are appropriate, they are mainly operated in a top-down approach. Therefore, a bottom-up approach should be counted for policy formulation (currently applied to a project level). As for the structure of the agency that operates elderly housing, a structure was managed to drive policy based on the agency's mission. However, all agencies did not have the primary mission of taking care of the elderly housing directly. When studying the factors influencing the policy implementation according to the concept of Brewer & deLeon (1983: 265-274) by dividing the groups into urban dependency, rural dependency, urban non-dependency, and rural non-dependency, the clarity of the policy was found in rural areas whereas less support and allocation of personnel and budget resources were distributed to all areas with complex management. Another key finding is that most Thai elderly people had low income and a low level of housing plan when aging. Therefore, it is difficult to access good quality housing. Most of them want to stay at their original residence and wait for help from the community, the public sector, and the private sector. They may become a burden to society. Therefore, it is reasonable to adjust the mindset so that people of all ages are aware of the problem of entering an aging society and start planning before old age.

As for the potential of appropriate elderly housing management, limitations were found in terms of the allocation of resources, budgets, personnel, and materials in all areas (vary in each area). For the past implementation, effectiveness was achieved in all areas while performance varied in each area. This depends on integrated participation with network partners of organizational leaders with the public sector, state enterprises, the private sector, shops, independent organizations, foundations, educational institutions,

volunteers, and donations in the area. As for housing management regulation, the regulation of the Department of Older Persons on Criteria and Methods for Housing Environment and Enhancement of Friendly Communities for the Elderly 2019 was mainly utilized. Regarding the LGO/municipalities/SAO, the disbursement regulation from the Ministry of Finance was employed together with other regulations. Based on the data collection, limitations were found in work performance related to the regulation of housing assistance operations. As for the disbursement regulation, the estimated price was hugely less than the current situation. A lack of integration between agencies for standardization was found. These limitations decrease management efficiency. Moreover, limitations were found in terms of environment and the community's readiness due to different geography, urban and rural societies, living conditions, population density, the leader's vision, and performance of relevant personnel.

The results of this research revealed that the implementation model by the public sector, the private sector, and the community was the most suitable model in Thailand. This is in line with the concept of Denpaiboon, Limskul and Chotipanich (2018) and the concept of Choiejit (2013), indicating that the elderly housing policy was an important issue in solving the problem and elderly care should be integrated among all sectors, including the public sector, the private sector, and the community. It is also implied that most elderly people need to live in their original residences. This is consistent with the concept of Liaorungruang (2012) who stated that the government should provide housing welfare in the community for people in the area by giving the authority to the local administration organization. This is exactly what the Thai government carried through the house repair project of the Community Organizations Development Institute (CODI). This phenomenon may counter the concept of DeLaTorre (2013), who proposed the development of affordable elderly housing under the appropriate management of public utilities and facilities. This may not be suitable for the context or values of Thai people who want to take care of their parents and grandparents in their original residences. In addition to promoting the improvement of existing homes for the elderly, the number and standardization of elderly housing should be increased, consisting of elderly communities, elderly care centers, elderly nursing homes, elderly dementia care facilities, and elderly palliative care. The government mainly supported their basic rights while the private sector has a budget, technology, and capital as a complement, and the community plays a role in understanding the real problem of the elderly. If the three sectors work together, it will lead to appropriate and sustainable elderly housing management.

Recommendations

1) Recommendations are as follows:

The problems in driving the appropriate elderly housing management policy included budgets, personnel, limited resources, inconsistent regulations, and laws with the current economic context. Thus, this research has policy recommendations for the elderly housing management model in Thailand as follows:

- 1) Regarding budget, the Bureau of the Budget should consider consistency and logic in budgeting for the development of human quality of life based on the needs and empirical data based on facts and various factors involved.
- 2) Regarding the structure, authorities, and duties, the authority should be decentralized across the region with a modular agency that controls or supervises for managing key issues and urgency about appropriate elderly housing problems.
- 3) Regarding personnel related to elderly care, manpower should be considered in accordance with the workload and the proportion of elderly people in each area. Moreover, motivations should be boosted, including compensation, welfare, and good attitude towards elderly care. With budget limitations, executives should consider

providing manpower in the form of project employees or accepting internships from educational institutions from various fields, such as aging psychology, nutritionist, physical therapy/Thai traditional medicine, etc., and compensation may be considered as appropriate along with volunteers to decrease the costs.

4) Regarding rules, regulations, and legal limitations, they should be updated according to economic and social conditions, especially disbursement of materials used in construction, such as roofing materials, flooring, steel and wood structures, doors, windows, labor costs which are currently increasing and tend to increase constantly. This may cause consequent problems after the renovation, such as bad quality and it may be a gap for fraud or corruption.

5) Regarding land ownership, it should be considered with the agency/owner of the land where the elderly people live to seek a suitable approach together. It may be considered as a land allocation or a monthly/yearly lease agreement under some laws/regulations.

6) Regarding leadership, community strength, and morality, these components are crucial in the administration to drive the policy. Therefore, leaders should have good governance, morality, ethics, honesty, transparency, and good human relations with various networks which help to achieve the goal quicker.

7) Regarding the institutional aspect, the family, educational institutions, and related agencies should focus on the elderly, including preparation of physical health, mental health, economy, society, technology, and environment. To create a good attitude toward the value of the elderly regardless of identification as a burden in society, the elderly themselves must have a life plan to achieve self-dependency in a sustainable way as well as influence society to truly understand and access universal design to reduce social inequality.

8) Regarding related agencies, the public sector and the private sector should design and build elderly appropriate housing to accommodate the increasing number of elderly people in the future. Besides, residential, condominiums, apartments, and various rental room entrepreneurs should pay attention to improving housing facilities to have appropriateness for the elderly in the future.

2) Suggestions for Future Research

(1) Other factors, variables, and other related issues should be studied, and the regression equation should be used to predict the likelihood of the number of homeless or dependent elderly people.

(2) A feasibility study of the elderly housing project should be conducted with the National Housing Authority like a private institution but in the form of a state enterprise by providing services at affordable prices.

(3) A study preparing for an aging society according to the generation should be studied, especially in terms of environment and accommodation under the next normal era.

(4) Additional stakeholder groups should be considered such as real estate project managers, engineers/architects/designers, the elderly people's youngsters to gain different opinions and perspectives.

(5) Data collection should be expanded in terms of areas to cover wider areas in all regions.

(6) The number and age range of interviewees should be expanded since the problem of an aging society concerns everyone. People of working age will become elderly in the future. Therefore, data from various age groups should be collected to consider readiness for taking care of the elderly and planning their own preparations.

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