

Factors to Sustainable Chai Nat Community Fund Management

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Abstract

This paper examined the current situations, problems, and necessities of the establishment and operationalization, factors and conditions that contributed to the outcomes of the sustainable Chai Nat community welfare fund management. This was a qualitative research. The key informants were included of internal auditors and external experts, and community members. The in-depth interviews were adopted as research instrument. The index of Item–Objective Congruency (IOC) and content validity were validated, and then validations were affirmed by the panel of five experts. The variables were then determined. The focus group of 12 participants was carried out to ascertain the validity of the contents. The results demonstrated that most people were aware of the intents of establishing the community welfare fund and recognized that the community needs had risen to solve the challenging circumstances adequately by local people and must be capable of mobilizing their own community welfare funds. In addition, factors and conditions supporting the successful implementations of the community welfare funds had been taken into consideration; tangible serviceability availed to the local people, effective structural mechanisms of the community welfare fund formed up committees to the integrated synergy with other agencies and departments; systematic managements, membership benefit systems, disclosures and compliances, and supports from local people to be a model to other communities in learning were expected. These factors and conditions provided the frameworks and guidelines for community welfare fund management to be coped up exactly and might extend the highest benefits and well-being to all people, communities and parties concerned.

Keywords: Administration / Management / Welfare Fund / Chai Nat Province/Sustainable



1. Introduction

A concept of social welfare represents the well-being of the people in the developed countries. The welfare system is a fundamental scheme of society to guarantee the well-being of people of all ages and sexes. In Thailand, the social welfare provisions have improved from time to time; extended scope of welfare and care to specific groups of people with social problems and the disadvantaged people, guaranteed social welfare regarding the human rights and dignity, increased participation and contribution that the people can help themselves and society in line with the fundamental philosophy of social works. In particular, Thailand has issued the Social Welfare Promotion Act B.E. 2546 as master law to promote the social works, the Section 6 prescribes, "social welfare shall promote and support the participation of the individuals, families, communities, local administration organizations, professional organizations, religious institutions and other organizations. Obviously, social welfare is not only concerned by the government agencies, but other agencies may get involved in management. In the national development, an emphasis of economic sector has affected the society, well-being of the people and livelihood of the people (Office of the National Social Welfare Promotion Commission, 2007).

Nowadays, Thai local communities have been aware of the welfare provisions in large scale and diverse patterns. The government sector has paid attention to welfare provisions at the local level as supplementary tool to the public welfare. As a result, the people, especially those non-governmental people and the disadvantaged people can access to the welfare at some degrees, leading to their better quality of life and improved stability. Even the community welfare is based on savings schemes; it is linked to community members' skills and productivities, based on the local wisdom and natural resources of the community. Welfare is a tool of community empowerment, self-reliance, and "human development". Strengthening community welfare is part of the process of "social welfare" development, meaning becoming a society with diverse welfares, administrated by various institutions, which each of welfares implemented by each institution independently of each other on the basis of "Averaged Suffering and Averaged Happiness", with the aim at "the people's well-being and human right" (Narong Petchprasert, 2003, pp. 1-6). Strengthening the community welfare process is important as whole, and it is also important for some areas where community welfare has still been infirm or inadequate self-development, basically because of the inadequate



self-reliance, thereby such areas may be experiencing problems on failure of management support or missing benefits from state-sponsored benefits that are expected to be more intensified in the future.

Chai Nat is one of the provinces in which the community welfare fund has been established covering overall areas, a total of 59 funds under the contribution of the Community Organizations Development Institute: CODI (Public Organization), Ministry of Social Development and Human Security. It is community-based welfare fund management. Thus, the community welfare fund is a local cluster the locals aggregating voluntarily with the intent to look after each other on a mutual supportive basis; namely, the community welfare fund is owned by all everyone; primarily focusing on Good Governance approach and the participation of members in the flexible, transparent, verifiable manner, leading to the security and sustainability among the community people of all ages, sexes and types from the birth to death (Community Organization Development Institute, 2009, p. 3-14). With potential self-management by the community, it enables the people in the community to help each other, leading to the stability and sustainability and healthy community. The Chai Nat Steering Committees for Community Welfare Fund has

grouped the quality of the community welfare fund into 3 levels: 1) satisfactory self-reliance (efficient performance); 5 funds; 2) moderate self-reliance (support is needed), 30 funds, and 3) poor self-reliance (development is needed), 14 funds (Report on Operating Results of the Chai Nat Community Welfare Fund, 2015).

As such situation, the researcher team as a working group of the Chai Nat Community Welfare Fund and get involved for a period in the community welfare at both the sub-district and provincial level has been in the agreement with the community welfare system and committed to push the community welfare fund to sustainable accomplishment under management by the community itself and government support; sustainable management approach, effective community welfare management and implementation, and the understanding of the importance of the aim of the community welfare fund that may be beneficial to the people of Chai Nat Province as part of the foundation for national development, the developed readiness of guaranteeing of living as a basic necessity and applicable knowledge that can be applied to the community welfare fund beneficially under the community-based welfare support policy. In this study, a focus of the sustainable management model for the Chai Nat community welfare fund



was focused in order to obtain the conceptual framework and operational guidelines, processes, and appropriate complete mechanisms of strengthening with the attainable community welfare fund management in Chai Nat province in a sustainable way.

Objective of the study

1. To examine the current situation, problems, and necessity of the establishment and operationalization of the sustainable Chai Nat community welfare fund
2. To investigate factors and conditions that contributes to the sustainable success of the Chai Nat community welfare fund management

Literary review

Community Fund Management

The community fund management calls for science and arts of the management to be achieved. In the evolutionary effort, one thing should be taken into consideration is "learning" of the people in the community. Seri Phongpit (2005, p. 19–20) noted that the locals have learned and discovered wisdom and resources; "capital" has been then evolved into "fund", an immediate welfare fund for local people. In addition, the people of various networks discovered that learning and wisdom make them

much bigger and bigger than money. They have learned that wisdom is an origin of money while the capital and security of the life, family and the community in a sustainable way would not be exhausted with debts of the vicious circle. Most importantly, the discovery of own potential and evolution bringing forth the self-reliance and a belief that self-reliant community is potential to successfully reorganize community and resources management that all people may coexist in the harmony with the nature and environment sustainably (Suriya Sithavech, Dusit Rakthongg, and Surapong Sawaengsri (2007) propose the fund management principles as follows:

The funds come from a variety of sources such as natural resources, knowledge or wisdom, monetary, and social and cultural capital. However, one common thing in fund management principles is how to grow or increase these capitals renewably, this calls for a change in the ways of thinking from seeking to growing (increase) the capitals, since seeking capitals from other people or outside organizations would not be collapsed, the organizations must adopt the management approach matching their own potential and self-reliance approach.

Social welfare

Social welfare involves all everyone in society from birth to death. It can be said that the



life cycle of each person must get involved with basic services necessary for the living, for examples, healthcare, education, housing, etc. The frequently asked question is that "who is responsible for organizing social welfare services rendered to the public", "who should be served", all people in society and/or disadvantaged groups should be cared for, how social welfare services should be provided extensively, and how the services or resources are distributed to the different people with diverse problems equitably. Of course, these issues have remained controversial in philosophical and conceptual term of the social development and the application of the administrative policies, plans, and activities.

Wanthanee Vasikasin et al. (2006, p. 1), defines "social welfare" as activities organized by the government agencies and volunteers in the aim to prevent and eliminate social problems, and improve the well-being of individuals, groups, and communities.

Elements of social welfare

Typically, the elements of social welfare are applied broadly and narrowly. Broadly, the elements of social welfare are divided into 8 areas; 1) education 2) health, 3) housing, 4) employment and income maintenance, 5) social security, 6) social services, 7) recreation, and lastly 8) justice.

Methodology

This is a qualitative research. The primary data derived from various resources; papers, articles, textbooks, published researches, and community welfare seminars on the community self-management, concepts and theories of community welfare fund managements and spatial performance mechanisms as a conceptual framework for focus groups. The twelve key informant representatives were invited. Data were verified and the in-depth insights from key informant groups were to elicit key answers; concepts and understanding, experience, title, and job description of the different persons. They include 1) administrative personnel of the community welfare funds; including Chairman and Secretariat, 2) audit personnel; including internal auditing committee, 3) outsider experts, 4) members of community welfare fund. The in-depth interviews were used as instrument to collect data in survey interviews with key informants. The participatory observation is to obtain complete information. In this study, the participants participated in the activities of the Chai Nat Community Welfare Fund, partners for fund development, and the Chai Nat welfare fund mobilization. Following the data collection, the validity test was performed for accuracy. The conceptual framework is preceded systematically



and the operational procedures are defined using data analysis. Data analysis is based on the research framework and the data analysis defined above.

Results

1. Current condition, problems, and the necessity for the establishment and operation of the Chai Nat sustainable welfare fund – it found that most people understand the intent of establishing the community welfare fund. They have been aware that the community needs to rise to solve the challenging circumstances by local people and must be capable of mobilizing the own community welfare fund, it is necessary to help the advantaged people, disabled people, and extended results to help reduce the debts and to improve the quality of life for low-income people. All key informants reported the same opinion toward the importance and necessity of the establishment and operation of the Chai Nat welfare fund under the current economic and social conditions.

2. Factors and conditions supporting the success of the community welfare fund management

2.1 Alleviating the villagers' suffering concretely and practically

2.2 Organizational mechanism in the community welfare fund committee, learning and competencies development in a systematic thinking process with the common goal of serving the community members and the disadvantaged people generously. The primary data deserves problem-solving. The continuous meetings are held to share and exchange of the ideas and to report the operating results, collaborative synergy and teamwork, lessons learned, and a summary of the continuous works.

2.3 The integrated collaboration with other organizations and agencies through the multiple parties in the participation which is consisted of at least three parties; including community leaders/organization, local government organizations, and related government agencies to identify the common goals, leading to the cooperation in working together and problem-solving.

2.4. The committee has implemented the community welfare fund transparently under the systematic management environment; clearly determined roles and responsibilities of the committees, verifiable audit system, such as the welfare allowance disbursement under the effective management.

2.5. Membership welfare system – disbursement must be transparent in accordance



with the regulations and rules of the fund provisions, for instances, cremation fees payment which the committees join the ceremony and deliver an allowance to the relatives of the demised, or donate money to all patients as public relations to the public, and report the members of the community welfare fund and report the results to the relevant agencies.

2.6. Support from the local people and government agencies, for examples, local government organizations, the Chai Nat Provincial Office of Social Development and Human Security, the Community Organization Development Institute (Public Organization), which helps educate the public the quality of life improvement, planning and management support, and the cooperation with community organizations such as health volunteers who instruct the public of the health and public relations on community fund thoroughly.

2.7. The establishment of a protocol community welfare learning center to solve problems as well as the Chai Nat community fund management of 59 funds in which the intent and goals are recognized by the local people, public participation in the community welfare fund at the district level and the mobilization by the community welfare organization in the coordination with the local government

organization. In addition, the Chai Nat community fund management of 59 funds refers to management, support and policies on the quality of life and service support from the government and local government organizations as basic welfare schemes to help the disadvantaged people in the community, most respondents were of the opinion that the government supports the community welfare through the issuance of the Social Welfare Promotion Act 2003 and the Social Welfare Promotion Act (No. 2) B.E. 2550, the social welfare promotion fund is established aiming at the self-reliance of the community, participation and education, target learning processes, better quality of life, sustainable and self-reliant community and community empowerment through community welfare. The existing community welfare is a democratic process that the state needs to support and encourage all sectors to participation that may lead to a sustainable development of self-reliance and the quality of life and community strength. Consistent with Somkid Kaewtip (2008), stating that the community represents a unit of self-management through welfare benefits as the whole from individuals, families, and community. Consistent with Jintana Kasemsanee (2014), citing that community welfare success is evidenced by the improved quality of life, sustainable self-



reliance, cultural, traditional, custom applicable to the concept of welfares in diverse models and approaches from individual, family, and relatives. At the community level, consistent with Jintana Kasemsanee (2014), citing that the successful community welfare management is the improved quality of life, sustainable self-reliance, and public strengthening. Consistent with the Community Organization Development Institute (2007), community welfare is referred to the community people and all that influences the promising community whether in the form of money, charity, and support from birth to death. Consistent with the concept of community welfare of Narisarin Phanpatch (2011), citing that community welfare effected the better quality of life, happiness, and well-being of the people through the assistance scheme to the disadvantaged people.

The above-mentioned factors and conditions provide the framework and guideline for community welfare fund management legitimately under the stakeholder's participation that may produce the highest benefits to all community people and parties involved.

Discussion

The results showed that

1. Current condition, problems, and the necessity for the establishment and operation of

the Chai Nat sustainable welfare fund – the results found that most people understand the intent of establishing the community welfare fund. They have been aware that the community needs to rise to solve the challenging circumstances adequately by local people and must be capable of mobilizing the own community welfare fund. Consistent with Umaporn Promsri (2016), it is necessary to help the advantaged people, disabled people, and extended results to help reduce the debts and to improve the quality of life for low-income people in accordance with the importance and necessity for the establishment and operation of the Chai Nat welfare fund under the current economic and social conditions.

2. Factors and conditions supporting the successful and sustainable management of the community welfare fund, it found that service provided to the local people; alleviating the villagers' suffering is practical, tangible and comprehensive extensive. Consistent with Tossaporn Sirisamphan (2008, p.450–451), Amara Pongsapitch (2006, p.68–81), Thirayuth Benlata, and Sathaporn Mongkolsrisawadi (2011, p.6), and the King Prajadhipok Institute (2012, p.3), the committee has implemented the community welfare fund transparently under the systematic management environment; clearly determined roles and responsibilities of the



committees, verifiable audit system, such as disbursement system in which no single committee is authorized to the disbursement on the effective management basis. Membership welfare system – disbursement is transparent in accordance with the regulations and rules of the fund provisions, for instances, report the members of the community welfare fund and report the results to the relevant agencies. The support from the local people and government agencies such as local government organizations, the Chai Nat Provincial Office of Social Development and Human Security, the Community Organization Development Institute (Public Organization), which helps educate the public the quality of life improvement, planning and management support, and the cooperation with community organizations, and the establishment of a protocol community welfare learning center to solve the problems facing the community and people.

Suggestions and recommendations

1. Community welfare fund should provide training to improve the efficiency of the operation of the Community Welfare Fund Committee to gain the understanding of the concept and intention of the fund operation

2. Community welfare fund should develop an effective fund management system in accordance with Good Governance principles.

3. Community welfare fund should review the current regulations and rule, not imitate, but the community-oriented.

4. Community welfare fund should extend membership base qualitatively, for examples, understanding with local community leaders, local authorities, and community organizations, which money is not a denomination of expanded membership base.

5. Community welfare fund should be continually developed in all respects of capacities

6. Community welfare fund should provide the publicity of the operating results continuously and report the results to the members and the relevant authorities.

7. Community welfare fund should update various areas of information.

8. Community welfare fund must build and grow the new generation leaders.

9. Community welfare fund must be linked and more integrated in working with local agencies and local organizations.

10. Community welfare fund must develop a welfare plan and community life plan and push these plans into the local government plan, where possible, it should be pushed into the



administrative plan of the provincial administrative organization in line with the provincial strategy and the National Social Welfare and Social Works

Development Plan, as well as government policies.

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