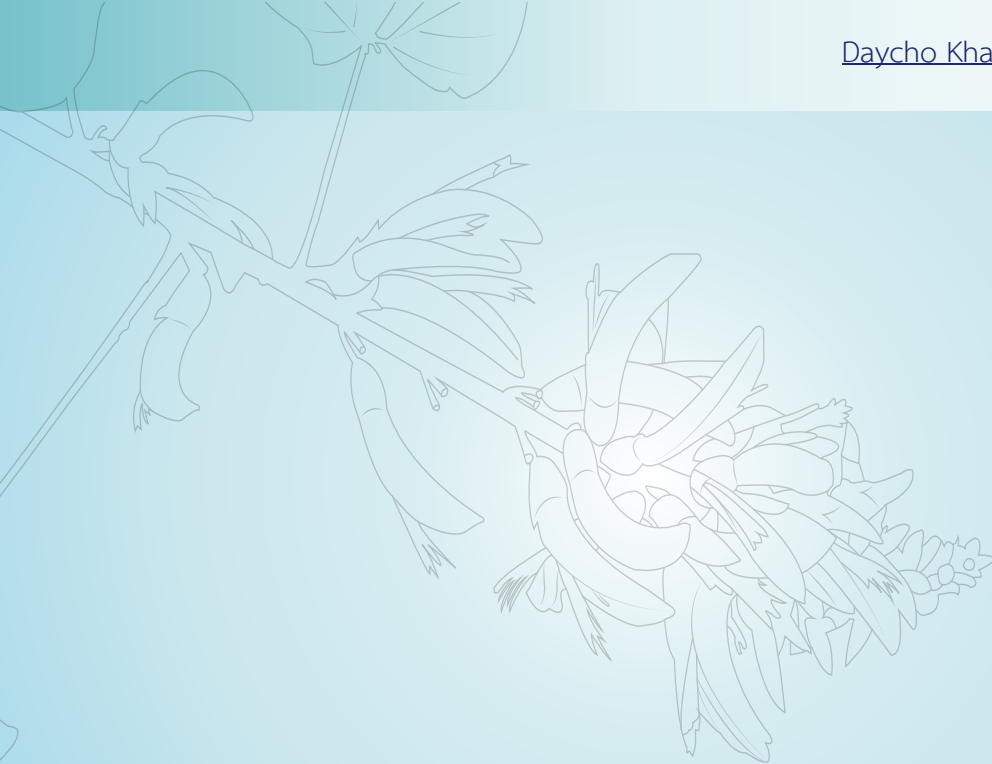# The Community Participation in Developing the Operational Management of the Learning Center under the King Rama the Ninth 's Philosophy for Local People

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Abstract

Sustainable participation and management techniques through operational learning within the community are critical in the future. This study investigated the community participation in developing the operational management of the learning center under the King Rama the ninth 's philosophy for local people. A qualitative data was collected through interviews and observations involving 22 targeted specific participants, including farmers in the area region, community leaders, and agricultural experts. The research findings revealed that concerning the participation of the community in the study, the provided guidelines highlighted emphasized the significance of community engagement, aligning with the practices with public opinions. Efficient resource allocation, guided by the principles of the sufficiency economy, along with transparent communication and stakeholder coordination. Continuous evaluation, systematic documentation, and community feedback enabled adaptive management. The study research introduced the "PRI-2C" framework, emphasizing participatory and creative planning (P), resource allocation and budget management (R), implementation of the plan and integration of knowledge (I), coordination and communication (C), and continuous evaluation at every step (C).

Keywords: Community Participation, Management, Learning Center; The King Rama the Ninth 's Philosophy

Introduction

A community learning center serves as a platform for the exchange of knowledge and the organization of community activities. It provides information, news, and career guidance services, benefiting individuals seeking lifelong learning opportunities [1-3]. The community learning center acts as a central hub for coordinating community activities, facilitating the exchange of experiences, preservation of local wisdom, culture, community values, and identity. It serves as a central point for organizing activities across all sectors and acts as a network for managing societal learning [3-5]. The utilization of local wisdom in professions and the promotion of self-sufficiency economy principles involve the integration of traditional knowledge into occupations, fostering community participation in line with educational reform efforts and cultural development initiatives. The goal is to preserve indigenous customs, traditions, and local wisdom [2]. Training is a process that focuses on community development by enhancing skills, knowledge, and abilities, enabling individuals in the community to effectively apply the knowledge, skills, and experiences gained in their assigned tasks. It is a valuable learning process for both public and private sector organizations. Training can

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enhance the knowledge, skills, and understanding of individuals, resulting in improved behaviors and attitudes in the workplace. This training process can be employed for personnel development before, during, and after employment. Furthermore, those tasked with training can utilize this information to improve and optimize training programs, increasing their effectiveness [6-7]. Therefore, training should align with the topics and provide suitable explanations according to the participants' needs. Additionally, high quality tools should be used to efficiently manage the training, along with knowledge about principles of personnel management and various personal development methods [8-9]. The objective is to raise awareness and foster a deeper comprehension of the significance of knowledge acquisition and the learning process stemming from hands on practical experience. The aim is to instill confidence and motivation in learners, thereby leading to a positive impact on their pursuit of learning [10-11].

Community Number 4 in Ban Pa Yang, Tha Ngio Subdistrict, Mueang District, Nakhon Si Thammarat Province, is home to 966 households. This community is known for its natural environment and social activities that profoundly influence the community's rural way of life. It provides abundant resources and serves as a habitat for diverse wildlife and plant species, thereby offering opportunities for agricultural activities and other professions. Local authorities are responsible for managing and developing the area to enhance the overall living conditions for the residents in the region. The learning center King Rama the 9th 'sphilosophy for local development "1 rai is not poor for the people of Rajabhat" is located in Moo.4, Tha Ngio Subdistrict, Mueang District, Nakhon Si Thammarat Province. This learning center, under the Faculty of Humanities and Social Sciences, has established a "Practice center for royal wisdom application for local development." This initiative aligns with the university's strategy to improve the quality of life and increase the income of the local community, following the principles of the King Rama the 9th 's philosophy of Sufficiency Economy. The project imparts knowledge about sustainable agriculture to local residents, in line with the university's strategy for local development based on the King Rama the 9th 's philosophy. It forms a part of the program "Preserve, sustain, develop: royal wisdom application" activities within the "1 rai is not poor for the people of Rajabhat" project focus on promoting sustainable agricultural practices, encouraging community members to volunteer, and fostering a sense of devotion among the residents. The project also includes training programs on biofertilizer production to reduce expenses, modern rice cultivation techniques to increase income, and a prosperous rice field initiative to prevent debt and transform lives. Furthermore, there are voluntary activities directed toward community development for students and individuals who are interested. These activities involve hands on volunteering to honor the royal legacy

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[12-14]. In order to facilitate the development of the project and learning center in line with its clear direction, a management approach can be developed to transform the learning center into a prototype for future learning centers [15].

Given the aforementioned significance, researchers exhibit a keen interest in the examination of the subject matter: The community participation in developing the operational management of the learning center under the King Rama the 9th 's philosophy for local people. The central inquiry revolves around the operational procedures of the practical application of royal wisdom learning center for local development and the potential avenues for its further enhancement. The outcomes of this study are intended for the betterment and advancement of management strategies concerning the practical application of royal wisdom learning center for local development. These strategies have a primary objective of establishing the learning center as a model for future development, a necessity to ensure sustainable support for the growth and development of the local community. This center assumes the role of a platform for the acquisition of knowledge and the enhancement of skills for the local populace. By improving the management of this learning center, the efficiency of knowledge creation and dissemination within the community is augmented. It provides a platform where learners and community members can access lifelong learning opportunities. The development of learning center management plays a pivotal role in endorsing local growth and development. It transforms into a central resource hub with the potential to elevate learning across various aspects of the community, including economics, society, and culture. The adoption of diverse and innovative management strategies contributes significantly to efficient local learning, fostering an environment of continuous learning. Furthermore, the enhancement of learning center management facilitates the creation and sharing of knowledge, effectively preparing the local community to address challenges. Hence, the strategies formulated for the management of the practical application of royal wisdom learning center for local development can be delineated as policy recommendations for pertinent organizations, including universities, provincial community development agencies, local governing bodies, and water and soil management authorities. This application of data and management strategies can function as an exemplar for development and governance, fostering active involvement from all sectors. In addition to these benefits, there are economic advantages to consider, such as the generation of local income, the promotion of cultural and educational tourism, and the support for skill development within local businesses. Socially, it instills local pride, fosters community collaboration, preserves local wisdom, and supports lifelong learning and education.

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Objective

This study investigated the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people.
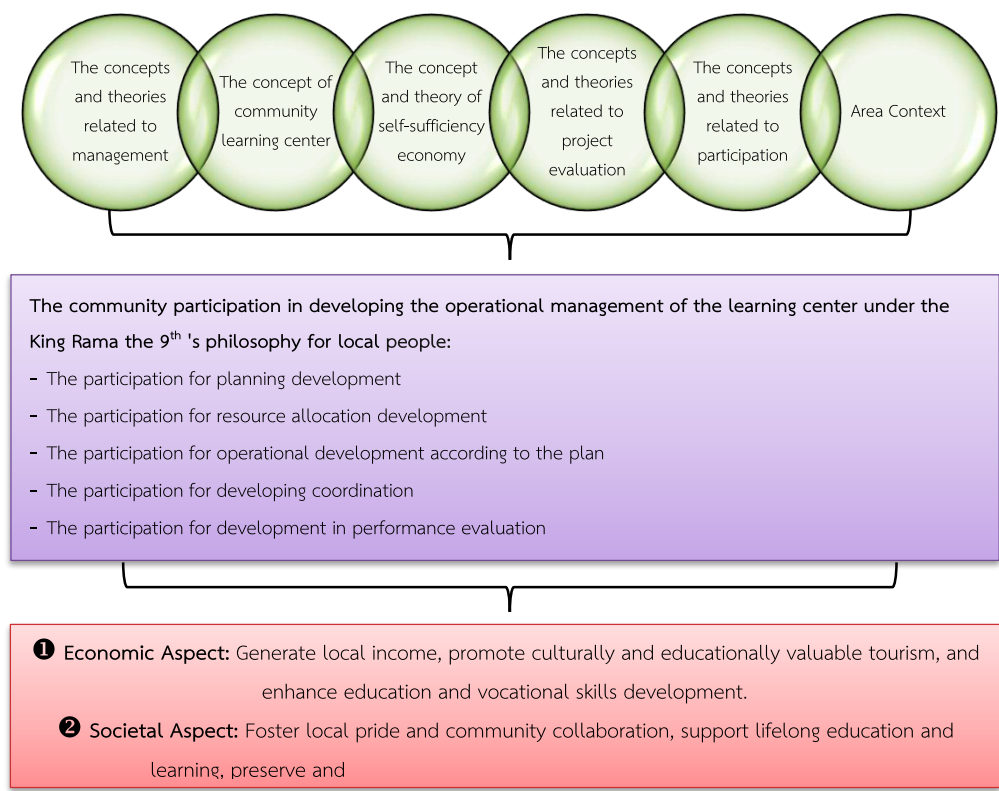
Conceptual framework

Figure 1. Conceptual framework

Methodology

Research Model: The study initiates with the initial phase of collecting and analyzing data. Following the completion of data analysis, the findings from the research will guide the collection and analysis of qualitative data The research took place from June to October 2023, within the research area that includes the learning center "King Rama the 9th 's philosophy for Local Development - 1 rai is not poor for the people of Rajabhat," located in Moo.4, Tha Ngio Subdistrict, Muang District, Nakhon Si Thammarat Province, Thailand.

The key informants comprise 22 individuals, namely, (1) 10 local farmers chosen for their expertise in agriculture and sustainable economics, (2) 5 community leaders selected for their proficiency in agriculture and sustainable economics, and (3) 7 agricultural experts

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consistently invited as speakers in the field of agricultural and economic development. The criteria for selecting participants in the research include being within the age range of 18–70 years, having experience with community learning centers, or participating a minimum of 5 times per year. Exclusion criteria include individuals who are unable to attend activities during the specified period, those experiencing discomfort, individuals unable to commit to the research and may withdraw at any time, those who pass away during the research, and participants who are physically unfit or unwilling to provide information for an extended period.

Data collection tools: The tools employed for qualitative research in the examination of the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people include: (1) Interview Guide: This guide is formulated through a comprehensive review of pertinent documents and research, with a specific focus on the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people. The interview guide has been pre-structured and employs questions derived from a flexible and user-friendly format for data analysis. This tool is organized into three parts, namely: Part 1: General Information of the Interviewee; Part 2: the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people, which includes the Participation of planning, resource allocation, execution in accordance with established plans, coordination efforts, and methods for evaluating outcomes; and Part 3: Issues and Recommendations. The quality control process involves multiple steps, commencing with the solicitation of input from consultants and experts to evaluate the tool's effectiveness. Subsequently, interviews conducted with key informants are used for verification. Following this, a trial data collection is performed, and the interviews are refined based on the feedback received. Finally, polished interviews are employed to conduct in-depth interviews with the key informants. (2) Observation Record: The observation record is utilized for the purpose of observing activities, including both participatory and non-participatory observations. Participatory observation entails the active engagement of the observer in activities alongside the group under study. Conversely, non-participatory observation entails the researcher's observation from an external vantage point without active involvement in certain activities.

Data Collection: Collection of qualitative data to study the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people. This includes the following steps: (1) Researchers contacted individuals privately be forehand to explain the research's objectives, benefits, and various research procedures, in order to seek cooperation. The researchers also provided documents

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in advance to aid in interview preparation. They scheduled the dates, times, and locations for the interviews. (2) The research team examined the essential interview questions employed in conversing with the participants. In addition, they familiarized themselves with recording devices, notebooks, and other equipment before commencing the interviews. (3) Subsequently, the researchers initiated the process of obtaining official authorization documents from the Faculty of Humanities and Social Sciences to facilitate the collection of research data. The authorization letter was then presented to the primary participants for data acquisition. The researchers gathered data on the predetermined dates and times through interviews with key informants. These interviews took place over durations of 1 to 4 h during weekends, specifically on Saturdays and Sundays, generally between 13:00 and 18:00, at the residences of the key informants. The researchers followed the provided interview guidelines in conducting in-depth interviews with key informants, aiming for the success of their research. They kindly sought cooperation and consent from the participants, ensuring the participants' comprehension. Permission was requested to record audio and visual materials during the discussions while guaranteeing the confidentiality of any recorded information, visuals, or sounds. In cases where key informants expressed preferences for specific data not to be recorded, the researchers respected their wishes and refrained from documenting those details. The participants were instructed to strictly adhere to the researcher's guidelines. Moreover, if any unusual circumstances arose during their involvement in the research project, the key informants were promptly asked to inform the researchers. The researchers diligently ensured the comprehensive collection of data until reaching a point of saturation [16].

Data Analysis: Qualitative data analysis pertaining to the community participation in developing the operational management of the learning center under the King Rama the 9th's philosophy for local people involves the analysis of content obtained through in-depth interviews with key informants, totaling 22 individuals. Content analysis involves grouping the outputs and outcomes gathered from qualitative surveys and participant observations in a way that addresses the research objectives. This process aims to extract significant insights from the interviews, summarize key factors, and present the analysis through thematic analysis.

Results

Community of Ban Pa Yang comprises 966 households. This community features a natural environment and various social activities that significantly impact the urban and rural livelihoods of its residents, offering ample access to resources. The area also serves as a natural habitat for diverse wildlife and plants, fostering opportunities for agricultural practices and other professions. Local authorities take on the responsibility of managing and developing

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the area to enhance the quality of life for community members. This includes the establishment of learning centers, particularly the King's initiative study centers, aimed at local development. Social activities that emphasize community relationships, such as religious events and celebrations, contribute to the improvement of the community's living standards and increased income for local residents. The community also highly values cultural heritage and traditions, which are handed down from one generation to the next. These aspects are crucial for the community as they play a significant role in preservation efforts and cultural continuity. Additionally, the community has developed tourism, particularly eco-tourism, as a significant source of income, promoting community involvement in environmental conservation and local cultural preservation efforts. This approach plays a crucial role in augmenting the knowledge and abilities of individuals within the community, including schools and educational institutions, as illustrated in Figure 2.

Figure 2. Area Context

The community participation in developing the operational management of the learning center under the King Rama the 9th 's philosophy for local people:

The participation for planning development: Planning for education focused development necessitates the active involvement of various sectors, offering engagement opportunities for the community, government, and private sector organizations in the area. Those expressing interest or desiring to contribute are urged to partake in the planning process in conjunction with the center for royal studies and development of local areas. The approach places significance on "participatory planning," relying on the inclusion of local residents, community members, activity participants, and project contributors, as well as individuals from outside the region who display interest. Their substantial involvement plays a critical role in collaborative planning and active engagement in the development of the center for royal studies and development of local areas. This adheres to the principles of inclusive planning, as articulated in the statement: "Developing participatory planning creates opportunities for both local residents and outsiders to become part of this endeavor" (P1, P2, and P6, personal communication, October, 15, 2023; P19, and P20, personal communication, October, 22, 2023*)*. Furthermore, collaborative planning among all sectors entails close cooperation with the local community in matters pertaining to education, training, and relevant local programs.

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This collaboration includes defining the direction and relevance of these initiatives, understanding the aspects they should address, and formulating knowledge and practical guidelines for community members and project participants. In this context, it is crucial to consider the community's context, as well as its knowledge and skills. These factors represent essential human resources within the community and among project participants, enabling them to enhance their capabilities, actively engage, and plan initiatives that are creative, responsive to needs, and aligned with the community's way of life. As mentioned below "Engagement in planning and brainstorming involves deciding on the subjects to be studied, the training to be offered, and the practices to focus on" (P3, P7, and P10, personal communication, October, 15, 2023). Additionally, the statement "assisting in articulating ideas and suggesting directions to stimulate creative thinking, promoting active participation in activities or projects, and emphasizing collaborative development" (P1, P8, and P9, personal communication, October, 15, 2023; P17, P18, and P21, personal communication, October, 22, 2023). In summary, the developmental approach to planning opens up opportunities for organizers, participants, local communities, and external individuals to partake in this endeavor. It promotes collaborative planning, identifies the knowledge or training to be provided, and underscores the stimulation of creative thinking to foster active participation and involvement in activities or projects.

The participation for resource allocation development: The region offers plentiful and varied resources, and the establishment of the center for royal studies and development of local areas is in harmony with the principles of the self sufficiency economy philosophy. Notable resources include land, water, and forests, managed in accordance with the local community's lifestyle or project participants. This is attained through cooperation and mutual understanding in resource allocation to ensure the efficient and sustained utilization of available resources. Essential resources that should be developed in the center for royal studies and development of local areas include, but are not limited to, the following "Developing resources in the area, such as land, water, and trees" (P1, P2, and P10, personal communication, October, 15, 2023). While concentrating on soil management, the resources in the center for royal studies and development of local areas address challenges associated with nonarable, arid, or nutrient deficient soils that hinder effective use. Consequently, it is imperative to enhance these soils by enriching their mineral content to enable successful cultivation of crops, vegetables, fruits, and agricultural activities, thereby ensuring their fertility and productivity. Simultaneously, there is a need for water management, which is a primary resource in the area. Water within the center for royal studies and development of local areas originates from the university's dormitories and classroom buildings, as well as the

community's water usage. This water, primarily wastewater, impacts the growth of plants and fruits cultivated within the center's premises. Therefore, managing water resources is essential, including the excavation of wells or the construction of ponds and drainage channels. Water treatment methods are implemented, such as the separation of clean water from wastewater, employing water plants to purify wastewater, rendering it suitable for agricultural purposes. The information provider stressed the significance of these practices "The management of degraded and unusable soil, acidic or mineral deficient soil, to make it usable, such as improving soil by adding minerals for cultivating vegetables and fruits, or for productive agriculture" (P1, P7, and P10, personal communication, October, 15, 2023), and the statement: "The use of water through the excavation of small water wells or small scale water reservoirs in the form of water treatment systems, managing water through wastewater treatment for agricultural purposes or animal husbandry" (P1, and P6, personal communication, October, 15, 2023). Furthermore, there is a need for financial resources in the form of budgets or funds to be allocated for development, which takes the form of expenses or investments in activities or projects aimed at enhancing the potential and flexibility in the management of the knowledge center for local development. Some aspects require funding to initiate or expand activities or projects for effectiveness and efficiency in light of the diverse array of resources available in the region. This is because certain management services depend on budgets and funds (P13, P17, P18 and P21, personal communication, October, 22, 2023). Initially, there is a requirement for investment in procurement and acquisition. Subsequently, operations can be sustained continuously. This entails the extension and management of financial resources. Key informants underscored, "There is a need for cowrie (local term for money or budget) to be invested in a revolving manner and necessary expenses or investments" (P1, and P6, personal communication, October, 15, 2023; P12, P13, P14, P15 and P16, personal communication, October, 22, 2023). When contemplating the development of resources in the area, such as the management of unusable land to make it usable and the utilization of water resources through well excavation for water use in the form of a wastewater management system "good water in, waste water out", there is a necessity for budgets or funds. These funds are essential for development in the form of revolving resources for expenses and investments in the area.

The participation for operational development according to the plan: The implementation of plans results from collaborative planning. Consequently, any activities or projects should be arranged and carried out in accordance with collectively formulated plans. This collaboration is fostered by the participation of all stakeholders. Furthermore, any activities or projects taking place within the premises of the knowledge center for local

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development should be well defined. This entails specifying particulars like location, methods, timing, and the nature of activities within each project. This clarity enables residents or participants to organize their involvement based on their daily routines, facilitating their participation in knowledge center activities or projects without disrupting their daily lives or professions. Once the dates, times, and locations have been clearly delineated, it is crucial to disseminate this information to relevant individuals, both within and outside the community. This information can be shared through the community network to encourage participation and show the collaborative efforts in progress. This collaboration ensures diligent and cooperative work under the joint efforts of all stakeholders, as indicated in the following statements: "Organizing projects must adhere to established plans, such as continuous and clearly scheduled activities" (P1, P2, and P5, personal communication, October, 15, 2023*)*, and clearly notify schedules and work durations and adhere to tasks rigorously" (P3, P4, and P5, personal communication, October, 15, 2023*)*. This includes the statement, "Promote widespread participation" (P1, and P6, personal communication, October, 15, 2023; P16, personal communication, October, 22, 2023*)*, to encourage more community members or project participants to actively engage in the project, enabling them to gain knowledge applicable to their daily lives (P13, P14, P17, P18, and P21, personal communication, October, 22, 2023*)*. Therefore, activities or projects should align with established plans, organizing continuous activities with clear dates and locations. Comprehensive and accurate schedules should be communicated, and once activities or projects are underway, they should be executed rigorously in accordance with the plans. Additionally, extensive publicity should be conducted to inform participants or interested individuals. This allincluding approach guarantees the active engagement of individuals in the projects, enabling them to gain knowledge and put these insights into practice in their everyday routines.

The participation for developing coordination: Collaboration with the knowledge center for local development necessitates efficient communication, underpinned by cooperation among the community, government entities, and relevant nongovernmental organizations. Ongoing collaborative efforts have nurtured mutual support and comprehension among participants within the knowledge center for local development, particularly in the "1 rai is not poor for the people of Rajabhat" initiative. Furthermore, the personnel at the knowledge center for local development can effectively coordinate with all stakeholders, capitalizing on robust interpersonal skills. This promotes cooperation and favorable relationships, ensuring lucid communication and well organized activities or projects within the knowledge center for local development. This approach aligns with the community's or participants' needs, ensuring continuous, precise, and community endorsed coordination, as underscored

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in the following interviews: "Effective Communication and Support" (P1, P5, and P6, personal communication, October, 15, 2023), and the statement, "Communication and dialogue establish strong working relationships" (P1, P7, P8, P9, and P10, personal communication, October, 15, 2023; P16, personal communication, October, 22, 2023). All of these collaborative endeavors foster mutual trust within the community. Both those participating in activities and those engaged in projects within the knowledge center for local development feel comfortable and secure. This sense of ease may be attributed to the fact that many of them are local residents, who grasp the community's context and the lifestyle of the area's inhabitants. As a result, various sectors and community networks are willing to collaborate, participate, and establish positive relationships with each other. Besides working in conjunction with the knowledge center for local development, there exists coordination and collaboration with other community based initiatives. This cooperative effort extends not only within the local community but also reaches into the realm of universities. Most notably, many community members or project participants are part of learning networks or cooperative efforts related to various community relevant activities or projects. This collaboration is consistently maintained, as indicated in the following interviews: "Trust, security, and peace of mind in working together" (P1, P2, P3, P4, and P5, personal communication, October, 15, 2023), and the statement, "We are enthusiastic about collaborating with all parties for inclusivity, as it fosters positive relationships and facilitates coordination" (P11, P12, P13, P14, and P15, personal communication, October, 22, 2023), reflecting the communication environment conducive to effective work execution and support for stakeholders, including the public, government, and private sector organizations. Effective communication encourages participation from all sectors and nurtures positive relationships. Trust, a sense of security, and comfort in working together indicate a developmental trend resulting from continuous coordination.

The participation for development in performance evaluation: Evaluation is an undertaking that demonstrates the efficiency and effectiveness of operations throughout the entire course of an activity or project. Similar to the Royal's learning center for local development, data collection is imperative to depict management outcomes, which include visual materials illustrating the activities or projects, along with pertinent documents. Systematic storage of these records and data is essential for facilitating evaluation and scrutiny by stakeholders, thereby ensuring accountability. This is conveyed in the statement, "The systematic collection and organization of data, such as illustrations and project related documents, are conducted as part of our operations" (P14, P15, and P16, personal communication, October, 22, 2023). Various activities or projects undertaken through collaboration with the royal study centers for local development necessitate monitoring

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and evaluation using feedback obtained from project participants, community members, and relevant network stakeholders. This evaluation hinges on soliciting opinions through questionnaires or conducting interviews with individuals who avail themselves of the services provided by the royal study centers for local development. This process is vital for tracking the Center's operations and ensuring its continual advancement, as articulated by the key informant in the following manner: "We conduct opinion surveys, including assessing satisfaction with the center's services, by gathering feedback from interested individuals or project participants to monitor the outcomes" (P11, P12, P13, P14, P15, and P16, personal communication, October, 22, 2023). Furthermore, within the systematic data collection process or by means of surveys and interviews, it is imperative to make comparisons with other learning centers situated in different locations. This comparative analysis is indispensable for comprehending the similarities or disparities in operations and the strengths and weaknesses of various developmental facilities to meet specific requirements. Additionally, the monitoring and evaluation of the goals of establishing the royal study centers for local development necessitate assessing whether they align with the needs and demands of the individuals in the project area. If the activities are in harmony with the community's needs or the project participants, they are considered successful, efficient, and effective. Conversely, if they fail to meet the community's needs or diverge from the originally defined objectives of the local development center, it becomes necessary to introduce amendments, rectifications, or improvements to the center's projects. These adjustments should be in accordance with the community's needs and align with the initially established objectives to optimize the benefits for the project participants and the community, as underscored by the key informant: "We compare our operations with those in other areas and align them with the established objectives. If any disparities are identified, they should be rectified to ensure accuracy" (P11, P12, P15, and P16, personal communication, October, 22, 2023). In conclusion, systematically collecting pertinent data related to the project and its operations, such as assessing satisfaction with the center's services, investigating potential participants or project collaborators, and subsequently comparing these findings with the established objectives, is indispensable. This comparison guarantees alignment and comprehensiveness according to the needs of the public or the participants in the activities or projects. Should any disparities or inconsistencies be identified, requisite adjustments and corrections must be made to ensure accuracy. This process is pivotal for the future development and utilization of the center.

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Discussion

The community participation in developing the operational management of the learning center under the King Rama the 9th 's philosophy for local people:

The participation for Planning Development: The development of a participatory planning approach is a method that underscores the creation of opportunities for project organizers and community members, both from within and outside the community, to contribute to the generation of beneficial ideas and activities. This collaborative planning and involvement play a significant role in enhancing understanding and trust in the project and establishing sustainable local development initiatives that are aligned with the needs and desires of the people and the community. This approach is in accordance with the community development principles put forth [17-18]. The planning process serves as a crucial link connecting current circumstances with future prospects for the learning center. This can be accomplished by efficiently delivering outcomes that align with the community's aspirations. Effective and successful planning serves as an inspiration and empowerment tool for community members, and transformational leadership is essential for empowerment [19], enabling them to take control and plan activities for the Practice Center for Local Development. To achieve this, planning must be efficient and yield successful results, which in turn motivates and engages community members in decision making and activity planning for the practice center for local development. This approach involves the collection of focused information and active listening to the community's opinions to finetune plans in accordance with community needs. It opens up avenues for project organizers and engaged community members to participate in decision making and planning processes. It offers specific and pertinent information and attentively listens to the community's viewpoints for enhancing plans based on community requirements. Providing opportunities for project participants to engage in creative idea generation and discussions helps define the project's direction and objectives. This approach plays a crucial role in identifying appropriate activities for community development, fostering clear understanding and communication to ensure that everyone comprehends the objectives and details thoroughly. It plays a critical role in building trust, enhancing policies, changing mindsets, and advancing the strategic planning in the pursuit of greater sustainability [20-21].

The participation for resource allocation Development: Developing resources in the area, including soil, water, and trees, is a process that underscores the importance of resource management and maximizing the benefits derived from these resources. Therefore, the development of land, water, and forest resources in a suitable and efficient manner is instrumental in attaining sustainable production and increasing income for the local

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community. The efficient utilization of resources and their management in a cyclical capital framework directly contributes to expanding the resource base that yields production and income, thus leading to the acquisition of new financial insights [22]. This approach offers a sustainable option for community development, aligning with the research of Tharasrisut, & Totwanabut [23], and the findings of Peters & Waterman [24]. Proper allocation of resources within the learning center or organizational framework has been identified as crucial in establishing an organized and efficient work structure. Adequate resource allocation results in increased benefits and success for the learning center. The study outcomes demonstrate that employing environmentally friendly agricultural practices, such as organic farming methods or cultivating crops suitable for the area, plays a significant role. Effective soil and fertilizer management practices are adopted to enhance productivity while minimizing the use of chemicals. Water resources are utilized optimally through practices like well digging, which maximizes water usage while reducing losses during various processes. Furthermore, the cyclical management of resources guarantees cost effectiveness and valuable investments [25-26].

The participation for operational development according to the plan: Project implementation, in accordance with the predetermined strategy, results from collective planning. This entails active participation in both the planning and execution phases to ensure alignment with the established plan. Any activity or project must possess clear and detailed information, including location, date, and a breakdown of the activities to be undertaken. This provision allows participants to plan and make adjustments according to their individual lifestyles. Effective public relations with both participants and the broader community are indispensable. This is vital to ensure that everyone is well informed about the activities and participation requirements, and they must adhere strictly to the plan. Such an approach has been shown to have an impact on knowledge and idea generation that can be practically and sustainably applied in the daily lives of the participants. This approach aligns with the educational principles advocated by Varavitpinit, Boonkoum, & Sungrugsa [2], Jantawimol [3], and Kmieciak, & Michna [27]. The learning center serves as a hub for learning, sharing, the exchange of experiences, and the transmission of community wisdom, culture, values, and identity. Moreover, it functions as a community service hub that caters to a range of needs and adapts to societal changes, fostering a community of learners. It has been observed that maintaining a regimen of continuous and well-planned activities, alongside clear communication of schedules and timelines, ensures that all stakeholders are well informed. Additionally, extensive promotion efforts have been made, including opportunities for participants to participate in the decision-making process. Participants have acquired fresh knowledge and skills from the learning center that they can apply in their daily lives and work.

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The participation for developing coordination: Addressing environmental health problems within communities necessitates an approach that considers multiple factors [28]. Establishing a supportive and conducive communication environment and coordination is of paramount importance in project development [29]. This practice serves to fortify positive relationships, cultivate trust, ensure safety, and promote comfort. Moreover, it facilitates seamless and efficient coordination, ensuring that all involved parties comprehend the project's objectives and goals. Effective collaboration among stakeholders in the project process is further augmented, aligning with the findings of Tharasrisut, & Totwanabut [23], Posawang, Somsrisuk, & Chantharak [30], and the research conducted by Peters & Waterman [24]. It has been ascertained that coordination includes the arrangement of human resources or the networks within the learning center to function harmoniously and collaboratively. This, in turn, guarantees the smooth operation and efficient attainment of objectives. High quality communication and coordination contribute to the reinforcement of trustworthy relationships and the cultivation of cooperative tendencies within the operational processes. These practices, in turn, assist in ensuring that all involved parties comprehend the objectives and goals, leading to dependable and efficient outcomes, ultimately fulfilling the predetermined objectives of the project.

The participation for Development in Performance Evaluation: Gathering data for evaluative purposes stands as a pivotal step in the operation of the center or when surveying individuals involved or interested in the project. The collected data undergoes comparison with the established objectives. In instances where errors or shortcomings are discerned in project execution, requisite adjustments and amendments are instituted. The use of precise and accurate data serves to heighten the efficiency and effectiveness of subsequent project phases. This approach aligns with the requisites of project participants and stakeholders, ensuring efficiency and value, consistent with the principles elucidated in the research by Tharasrisut, & Totwanabut [23], Peters & Waterman [24], Thailand International Cooperation Agency [31], Samanpan et al. [7]. The evaluation process is a thorough procedure that commences with the establishment of standards and the monitoring of work performance. It proceeds with the implementation of the plan and the assessment of the outcomes to attain the predefined objectives. This ensures that the project advances in accordance with the established goals, utilizing the allocated resources and adhering to the designated timeframe. The systematic evaluation process improves operational efficiency, enriches knowledge, hones skills, and augments experiences, ultimately resulting in enhanced work practices. The availability of precise and comprehensive data allows for the identification of errors or deficiencies in project implementation, thus facilitating essential adjustments and

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enhancements. The comparison of acquired data with the preset goals aids in gauging the project's trajectory. The utilization of evaluative data aids in monitoring progress, learning from both successes and errors, and fosters continuous improvement. This, in turn, paves the way for the development and amelioration of quality in future endeavors.

Conclusions and suggestions

The study has yielded a novel knowledge framework known as "PRI-2C," comprising the following components: (1) Planning in participatory and creative (P): This entails collaborative and creative planning wherein team meetings are convened to present issues or opportunities requiring attention or development. Pertinent stakeholders are invited to participate in these gatherings to establish objectives and outline suitable actions. To construct a precise baseline and gather insights from individuals with expertise in specific matters, data and feedback are gathered. This information is then collectively utilized to devise action plans, drawing from existing data to formulate effective strategies for addressing problems or fostering development. Furthermore, the approach encourages creative thinking, creating an environment conducive to idea exchange. Techniques promoting creative thinking are applied to stimulate enthusiasm for problem solving and the generation of fresh opportunities. This approach also aims to improve participants' confidence in their capabilities. (2) Resource allocation and budget management (R): This involves the allocation and enhancement of resources within the area, such as land, water, and trees. The process commences with an assessment of the present state of resources in the area, including factors like soil quality, available water quantity, and tree growth, to gain insights into current conditions and potential challenges. Subsequent plans are devised to maximize resource utilization, with sustainability and environmental conservation in mind. This includes endeavors such as enhancing soil quality, implementing sustainable agricultural practices to enhance productivity while minimizing resource consumption, conserving and planting trees to maintain biodiversity and reap benefits from the forest, and managing water resources through techniques like constructing wells, rainwater harvesting, and wastewater management. Crucially, budget management is an integral aspect of development, ensuring the appropriateness and efficiency of budget utilization. Furthermore, ongoing evaluation and assessment of budget utilization are performed to refine future budget plans. (3) Implementation of the plan and integration of knowledge (I): This stage involves executing the plan, adhering to the outlined steps and activities, and assuming responsibility for designated operations. It includes scrutinizing project or activity outcomes, comprehending both successes and challenges that may arise. Additionally, it includes the integration of acquired knowledge into everyday life and the enhancement of future operations

based on amassed information and experiences. This process entails the sharing of experiences and knowledge with others within the organization or diverse communities. Such sharing fosters collaborative work and enables learning from shared experiences and knowledge. (4) Coordination and communication (C): This includes the precise specification of activities, including relevant objectives and topics, alongside the provision of clear information regarding activity dates, times, start and end points, and the duration of each step. The information provided should be readily comprehensible and disseminated through appropriate channels, such as banners, posters, or online media. These channels serve to accurately and clearly convey activity related information. (5) Continuous evaluation at every step (C): Gather data pertaining to the project or activity from suitable formats like databases or electronic files. Compare the collected data with the project or activity objectives or goals. Analyze the data to identify variances, relationships, or correlations. If erroneous data is detected, manage, enhance, and rectify it to align with reality. Employ the corrected data to make decisions concerning the project or activity's continuity. Rely on accurate data for future activity or project planning. Utilize the corrected and sufficient data for communication with stakeholders or the public. This process guarantees that projects or activities possess precise and reliable information, facilitating decision making and planning grounded in dependable data.

The "PRI-2C" knowledge framework underscores that sustained management and activities facilitate ongoing learning, benefiting education at all levels, including schools and various educational institutions. It also offers avenues for lifelong learning, fostering potential and improving professional training and skill development. This, in turn, broadens job prospects and facilitates adaptation to the labor market, ultimately enhancing people's quality of life and income. By endorsing vocational activities, it generates employment and income for the local populace. As a result, communities have the chance to expand and progress in harmony with the aspirations and requirements of the population.

The suggestions obtained from the research: (1) The practical learning center for local development is conceived as a network that actively encourages the participation of all sectors in its activities. It serves as a central hub for learning, fostering connections and mutual understanding between communities and various sectors. (2) The approach to developing and managing the practical learning center for local development can be viewed as a promising model for research. The principles and experiences presented in the "PRI-2C" framework may find applications in other research areas, facilitating comparative analysis and the observation of data disparities. This approach supports ongoing enhancement and personal development, as well as a more responsive approach to addressing the needs of local communities in every facet of learning center management in the future.

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The suggestions for the next research study: (1) A study on the Management Issues of the royal development study centers for local development should be undertaken. This study's objective is to comprehend the challenges and processes for enhancement, with the aim of effectively addressing the requirements of the local populace. The essential stages in this research include the examination and analysis of issues encountered in the study centers. These include investigating the local residents' needs, monitoring and evaluating the project's achievements, and scrutinizing statistical data pertinent to the study centers. (2) It is imperative to conduct a study pertaining to the establishment of collaboration and networks in the management of the royal development study centers for local development. This study seeks to yield positive outcomes and foster connections with stakeholders, including governmental entities, the public sector, and private sector development organizations. Its primary aim is to create opportunities for collaborative efforts, the sharing of knowledge, and the exchange of experiences among these stakeholders. (3) Undertaking a comprehensive comparative analysis with similar projects or learning centers holds significant importance in elevating and refining the management of the royal development study centers for local development. Such a comparative study will offer a specialized viewpoint and a meticulous assessment, enabling management to make targeted enhancements and developments. This approach will efficiently cater to the needs of the local communities and residents, ultimately ensuring improved quality and effectiveness in all aspects.

Acknowledgement

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