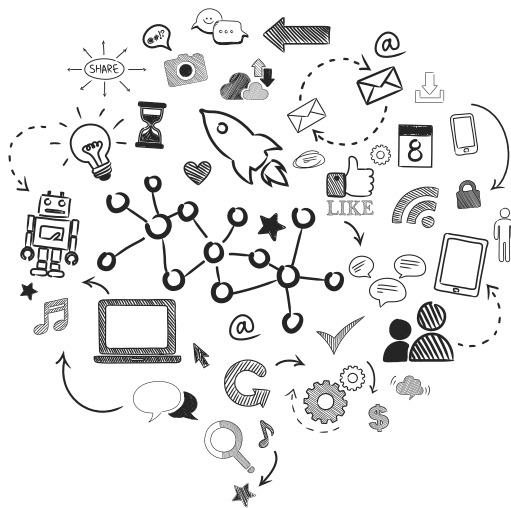


Factors Affecting the Success of Community Development: A Case Study of communities alongside Prem Prachakorn Canal, Bangkok Thailand

Chalerm Gerdmoli Usanee Mongkolpitaksuk Kittisak Rathpraser
Sukulya Parinyokul and Phairoj Yattiakravong





Factors Affecting the Success of Community Development: A Case Study of communities alongside Prem Prachakorn Canal, Bangkok Thailand*

Chalerm Gerdmoli¹ Usanee Mongkolpitaksuk² Kittisak Rathpraser³
Sukulya Parinyokul⁴ and Phairoj Yattiakravong⁵

¹Faculty of Liberal Arts, Krirk University, Bangkok 10220, Thailand
e-mail : chalermgg@gmail.com

²Faculty of Liberal Arts, Krirk University, Bangkok 10220, Thailand
e-mail : usanee.mon@krirk.ac.th

³Faculty of Liberal Arts, Krirk University, Bangkok 10220, Thailand
e-mail : r.kittisak3@gmail.com

⁴Faculty of Liberal Arts, Krirk University, Bangkok 10220, Thailand
e-mail : sukulyaa@hotmail.com

⁵Faculty of Liberal Arts, Krirk University, Bangkok 10220, Thailand
e-mail : priode_123@hotmail.com

Received : July 7, 2025 Revised : October 31, 2025 Accepted : November 5, 2025

Abstract

Urban community development is considered essential because, in the future, the population will reside more in urban communities than in rural areas. However, there is limited knowledge of this subject. Therefore, this study aimed to examine the factors that influence the success of community development. Data were collected using a questionnaire from 704 families, with a sample size of 124 households on accidental sampling technique. The hypotheses were tested using a stepwise multiple regression.

The results of the study indicate that the development of the community in all ten areas achieved a moderate level of success, while the four influencing factors had average values at a moderate level. The factors that significantly influence the success of community development at a 0.05 level, it was found that to depend on 1) the role of the community

committee in development, which has a high level of influence (Beta=0.506), and 2) support from external agencies, which has a moderate level of influence (Beta=0.275). Together, these two factors explain 35.90% of the development success.

Keywords: Success in Community Development; Khlong Prem Prachakorn Community; The Role of Community Committee; Factors of Success.

Significance of the problem

Urban development is becoming increasingly essential to society as a whole. This is because, shortly, more people live in cities than in rural areas. Since 2007, the world population has lived in urban areas more than in rural areas. Over a decade later, the United Nations (2018) reported that more than 55 percent of the world's population lives in urban areas. When broken down by region, Europe, Asia, and Africa had urban populations of 74.5, 49.9, and 42.5 percent, respectively. For Thailand, the average urban population is 49.9 % the same as Asia.

However, it is difficult to develop urban communities. This is because communities in big cities such as Bangkok do not differ from those in large cities worldwide. There are four main issues that make it difficult to develop: first, people who live in the same community have social differentiation; second, people in cities are very different from one another; third, most cities are weak communities with little unity and harmony; and fourth, the goal of urban community development is at a high level, meaning that there are needs that go beyond infrastructure.

Given the complexity of the problems and obstacles mentioned above, community committees are crucial because they must collect resolutions, opinions, and demands, as well as the problems and needs of community members. They must be mediators between the state and community members. Occasionally, they represent the state, whereas



others represent the community in state demands.

Another problem with urban community development, in the past, there was very little knowledge about the roles and duties of the committee in urban community development and the factors of success in urban community development, especially in urban communities in Bangkok. There was only a study by Supatra Yodsurang et al. (2016), Supatra Yodsurang et al. (2019), and Rinthanan Sitthakulpong (2020). Besides, studies of the role of the countryside community include Silapachai Janmeesri et al. (2019), and Sukit Pilwas. (2017) and studies of the municipal committee include Narong Ananlertsakul (2011), and Wilawan Nachaidee (2014). Furthermore, it is crucial to note that no study has been conducted on the role of development under the Royal Gazette. (2021). which serve as guidelines for community development in Bangkok's district offices.

Therefore, this study will examine the role performance of community committees in the Bangkok Metropolitan Region and the factors leading to the success of urban community development, with the expectation that the knowledge gained from this study will assist and community committees in achieving the nine mission objectives outlined in the 2025 action plan (Strategic and Evaluation Office, 2025)

Objectives

1. To study the success of community development.
2. To study the factors that affect the success of community development.

Variables Studied

The dependent variable was community development success, which refers to the satisfaction of the householder in 10 areas: 1) occupation, income, and expenses 2) education and knowledge 3) community environment 4) infrastructure 5) public health 6) welfare 7) government services 8) community society 9) culture and traditions and 10) community politics. The independent variables are 1) the development role of the

community committee, which has three indicators 1. the role of cultural, social, and economic growth 2. the role of getting people to participate 3. the role of working with outside groups 2) the leadership of the community committee; 3) support from people in the community; and 4) support from outside groups.

Methods of Study

Data were collected using a questionnaire with a reliability (Cronbach's alpha) of 0.962 and validity of 0.92, using data sources from four communities located by Khlong Prem Prachakon canal: 1. Pracha Ruam Jai 1 Community, Chatuchak District (310 households); 2. Lang Flat Ruam Phatthana Community, Lak Si District (240 households); 3. Lak Si Phatthana 99 Community, Lak Si District (99 households), and 4. Yu Dee Mee Suk Ruam Jai Community, Lak Si District (55 households), totaling 704 families. The G*Power program version 3.1.9.4 was used to obtain a sample of 124 households on accidental sampling technique. The data were analyzed using descriptive statistics and stepwise multiple regression analysis.

Study Results

This study discusses the following points: I) the social background of the sample group, II) the success of community development, III) factors of success in community development, and IV) Hypothesis testing V) Conclusion and Discussion and VI) Suggestion.

I) The social background of the sample group.

The majority of the sample was women aged 51–60 years and over, mostly from Pracha Ruam Jai 1 and Lang Flat Ruam Phatthana communities, who completed primary school level 6 and above, worked as general laborers, and were employees of private companies. Approximately 80 percent had an income of 18,000 baht.



II) The success of community development

We discuss the success of development in three areas: 1) success of community development classified by area, 2) success of community development in order of importance, and 3) success of community development as a whole. Each area had the following details:

1) Success of community development classified by area

The success of community development is indicated by the level of satisfaction of household heads towards development in 10 areas. The results of the study in all ten areas were moderate.

Table 1 : Success of community development

Community development in various areas	\bar{X}	SD	Level
1. Occupation, income, and expenses	3.07	.582	8
2. Education and knowledge	3.15	.426	4
3. Community environment	2.93	.501	9
4. Infrastructure	3.08	.551	7
5. Public health	3.11	.547	6
6. Welfare	3.29	.548	3
7. Government services	3.37	.641	1
8. Community society	3.14	.454	5
9. Culture and traditions	3.35	.536	2
10. Community politics	2.86	.418	10
Total	3.15	.423	

From Table 1, household heads were most satisfied with the development of government services, followed by cultural and traditional activities in the community, while the various welfare programs provided by the government were ranked third. The last three ranks were occupation, income, and expenses (eighth); community environment (ninth); and community politics (tenth). The details of each aspect are as follows:

1) Success of community development in order of importance

If satisfaction in various aspects of community development is divided into three groups, namely, the leading group, which is the group that receives satisfaction in the 1st–3rd order; the middle group, which receives satisfaction in the 4th–7th order; and the last group, which receives satisfaction in the 8th–10th order, each group has the following details:

(1) Head group: Household heads are most satisfied with government services. The results of this study are satisfactory for government agencies because it is often found that many government policies, despite being things like providing assistance and support, are not only not accepted by the community but are also opposed. Cultural and traditional activities rank second in terms of satisfaction, a trend that aligns with the current situation, as district offices and community committees actively promote these events throughout the year. The state's welfare provision ranked third in terms of satisfaction. The result is a tangible form of assistance that community members receive such as state welfare cards. Various welfare programs provided by the state greatly help vulnerable community members, such as the elderly and disabled.

(2) Middle group: Satisfaction with development in the middle group includes education and knowledge, community society, public health, and infrastructure. The government provides basic services in all four areas. Regarding education and knowledge, Thailand aims to provide equal educational opportunities, but disparities still exist. Children from well-off families often receive higher quality education. Posing a quality problem, the O-NET and PISA scores clearly demonstrated this. In the context of a community society, the focus is on the relationships that exist among individuals within the community. In a society with high individuality, such as a sample group's urban slums, members are satisfied with relationships in the community at a moderate level, which is not a cause for concern.



In terms of public health, by 2023, almost all of the Thai population (99.56 percent) will have the right to access basic public health. However, there is a difference in quality because doctors and modern equipment are usually concentrated in large cities. In terms of infrastructure, Thailand has a very high level of equality, especially in terms of electricity and mobile phones. That is, the lowest income group still had 99.52% access to electricity. There are some problems with tap water and the internet. The low-income group will have less access than the high-income group (National Economic and Social Development Council, 2024). However, all four areas above, although they are basic and important services, had a moderate level of satisfaction. From another perspective, this may not be as good as desired.

(3) Last group: The final group comprises the lowest three ranks, ranking eighth in terms of occupation, income, and expenditure. This is a major problem for communities. Government agencies do not organize many occupational and income-producing activities such as vocational training, perhaps because it is difficult to organize the project and there are insufficient administrative resources to support at the community level; most importantly, it is often not sustainable and does not allow the community to take up the occupation as a real source of income. In the case of this economic activity, when checking the operational plan of Lak Si District Office for 2024 (Lak Si District Office, 2024), it appears that the data is consistent with the facts from the area, namely, the plan specifies the plan in the section of “Community Development and Social Services” that sets the budget for vocational training to generate additional income of only 100,000 baht, compared to the expenses supporting the operation of the committee in general administration in the community of 5.37 million baht, the expenses for promoting sports and sports fields of 1.8 million baht, or even the expenses for organizing important events

to preserve and continue cultural traditions, which are still more than 500,000 baht. In reality, if each district is to operate by itself, there may be limitations in terms of location, training specialists, and budget. The district may set a budget to support the expenses for those interested in each community to receive training in the occupation that they are interested in at the free vocational training center of Bangkok, which has nine centers.

The environmental aspect with which the community is satisfied is almost the last. This is a limitation of each area, which is difficult to improve in terms of the landscape and environment. As long as houses cannot be organized, this aspect will become a problem for a long time. The final ranking is the political aspect of the community. It is often found that politics at the national level, such as the election of Senators, Members of Parliament, and the Bangkok governor, have opened up a space for competition in the community, causing the community to divide into factions. The election concluded, yet people's struggles continue. Another political activity that is a problem for the community is the election of the community committee, which often causes conflict and division because it is often found that the losing team will not join community activities with the team that wins the election. Every three years, the community recreates conflicts through election activities. Therefore, the community may be satisfied with these aspects of the last rank.

In summary, community members expressed the highest level of satisfaction with government services, traditional cultural activities organized within the community, and various welfare programs provided by the government. Meanwhile, they were moderately satisfied with education, social relations within the community, public health, and infrastructure. The factors that were least satisfied were economic and career development activities, the environment, and political problems in the community.



2) Success of community development as a whole

The success of the overall community development in all ten areas was at a moderate level, meaning that the heads of households in all four communities doubted that each area was a problem, but it was not to the point of being highly satisfied. In fact, the development in each area did not have a problem in terms of quantity, because it was almost complete, sufficient, and widespread. Children had a place to study, and when they were sick, there was a hospital to visit. The only drawback is that the quality might not be as excellent as expected.

However, if we are to evaluate the success of the development in accordance with the Sustainable Development Goals as specified in the four development plans, namely, 1) Sustainable Development by the United Nations 2) The 20-Year National Strategy (2018-2037) 3) The 13th National Economic and Social Development Plan (2023-2027) 4) The 20-Year Development Plan of Bangkok (2018–2037) and the annual action plans of the NE must refer to these plans. For this reason, the 17 Sustainable Development Goals (17 SDGs) are community goals. Purvis et al. (2019) define sustainable development as development built on a balance between economic progress, social progress, and environmental sustainability, or the so-called three pillars of sustainability. Barbier and Burgess (2017) showed how the three pillars are linked to 17 Sustainable Development Goals. Ghimire (2023) states that the three pillars of sustainability can be judged by how well they reduce poverty, promote social justice, and protect the environment.

The results of this study suggest that successful development is not sustainable because of an imbalance between the three main pillars. The social aspect, which includes education, health, welfare, and government services, is satisfactory. However, environmental and economic aspects,

such as career, income, and expenditure, are problematic, even at the family level.

III) Factors of success in community development

Four factors influenced the success of community development, with an average value at a moderate level. We ranked all four factors from high to low based on their average values. 1) Role in the development of community committees. 2) Leadership of the community committee; 3) Support from members within the community; 4) Support from agencies outside the community (demonstrated in Table 3). The details of all four factors are as follows:

1) Role in the development of the community committee

The committee's role is measured by three indicators, ranked from high to low: 1. role in mobilizing public participation, which is the committee inviting community members to participate in community development; 2. role in economic, social, and cultural development; and 3. Role in coordinating with external agencies.

Table 2 : Development roles of community committees

The development role of community committees	\bar{X}	SD	Level
1. Role in economic, social, and cultural development	3.33	.643	2
2. Role in mobilizing public participation	3.37	.676	1
3. Role in coordinating with external agencies	3.33	.676	3
Total	3.33	.706	

From Table 2, it was found that the role of public mobilization was ranked first, followed by economic, social, and cultural development, whereas coordination with external agencies was ranked last.

Summary of the overall development role of the community committee: The results of the study indicate that community committees



played a moderate role in overall development. The main aspect was inviting or mobilizing community members to participate in development activities, followed by economic, social, and cultural development, and finally coordinating with external agencies.

These developmental roles of the committee are in accordance with the “Bangkok Regulations on Communities and Community Committees B.E. 2564 (Lak Si District Office, 2024)”. The findings of this study match those of Supatra Yodsurang et al. (2016), who examined the slum community committee in Din Daeng District and found that the committee did its usual job well, leading to positive community development. Similarly, Rinthanant Sitthakulpong (2020) study in Bang Sue District showed that the community committee followed Bangkok’s rules and worked to involve more people involved. Meanwhile, the study of Narong Ananlertsakul (2011), which looked at the role of the Hat Yai Municipality Community Committee in development, it was found that the committee followed the community administration rules from B.E. 2552, but their involvement in development was only average.

2) Leadership of the community committee

The leadership of the community committee pertains to its ability to lead effectively, as perceived by the household head. When considering each aspect in order, the household head sees that the committee has appropriate knowledge and ability, shows an appropriate leadership role, is selfless, honest, and is a good representative. Honesty and being a good representative come last. It can be said that the household head sees that the community committee has abilities, selflessness, and honesty until it is accepted and is a good representative of the community. It can be said that the household head sees that his community committee has the appropriate abilities first, while honesty is ranked last.

3) Support from members within the community

Support from community members means that the household head sees community members support various development activities in these areas. Community members primarily supported cultural and traditional activities. The environment comes in the second place. The committee's proposals come in third place. Listening to news ranked fourth. Support for a secure housing(Ban Mankong) project and economic activities come in last place. Community members support cultural and traditional activities the most, while participating in economic activities the least.

4) Support from agencies outside the community

Support from external agencies: Communities received the most support from the district office, other government agencies, nearby communities, the private business sector, civil society, state enterprises, and public organizations respectively.

Table 3 : Factors affecting the success of community development

Factors affecting the success	\bar{X}	SD	Level
1. The developmental role of community committees	3.33	.706	1
2. Community committee leadership	3.30	.777	2
3. Support from community members	3.04	.616	3
4. Support from external agencies	2.91	.503	4

IV) Hypothesis testing

The research hypothesis is as follows: “Factors in terms of community committee development roles, community committee leadership, support from community members, and support from external community agencies, at least one factor influences the success of community development.”



Table 4 : Shows the multiple regression analysis and correlation coefficients

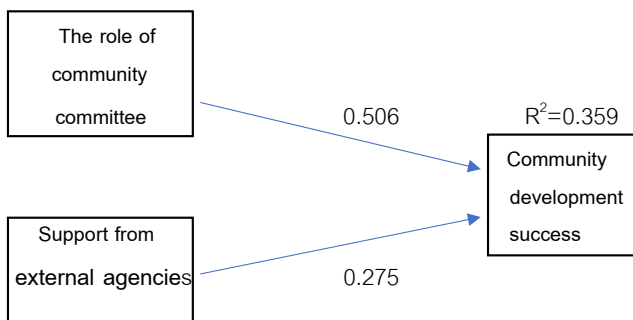
Variable ¹	B	Std. Err	Beta	t	Sig
Constant	1.465	.222	-	6.594	.000
Development Role of Community Committee (CCR)	.304	.044	.506	6.922	.000
Support from External Agencies (EXT)	.231	.062	.275	3.757	.000

R = .559, R Square = .359, Adj. R Square = .349, F = 14.117, Sig = .000

1. Dependent Variable: Community development success

From table 3, the analysis indicated that the success of community development was mainly affected by the community committee's role and help from outside organizations, with a significant impact of 0.05, whereas community committee leadership and support from community members are not significance. The variable of the community committee's developmental role had a high level of influence (Beta=0.506), while the variable of support from external agencies had a moderate level of influence (Beta=0.275). Both factors explained 35.90 percent of the community development success. The test outcomes supported the stated hypothesis.

Figure 1 Shows the diagram of regression equation from standardized scores.



From the diagram of Figure 1, it is found that the success of community development depends on the developmental role of the community committee and support from external agencies, with both factors together explaining 35.9% of the success of the development.

V) Conclusion and Discussion

This section will discuss the factors that have an impact and those that do not on the success of community development.

1. The role of community development committees and support from external agencies influences the success of community development.

The study found that the community committee's strong developmental role and external agency support led to the community's success. This means that the stronger the committee's role in development, the higher is the success rate. Similarly, the success of development increases with the level of support from external agencies such as the district office. When considering the comparison, it was found that the committee's role had a greater influence than the support from external agencies.

The results of this study are consistent with Gittell & Wilder's (1999) finding that there were four factors leading to the success of development, one of which was having a capable team and committee. Similarly, Wisit Yimyam & Usanakorn Tawarom (2018), who examined the Sufficiency Economy Village Community model in Ko Chan District, Chonburi Province, found that community leaders and help from government and private organizations were important for strengthening the community. Supatra Yodsurang et al. (2019) also noted that committees' strong roles in all six communities helped resolve drug issues.

For the study of the Community Development Department (2019), the factors affecting the success of driving community occupations found that the influence of leadership roles, including the team of trainers for community occupations, and support from all sectors, including the



community occupation driving support team, community development officers, and those involved, influenced the success of driving community occupations. Similarly, Anantawoot Boonnuang et al. (2023) found that one of the success factors in building a strong community is support from the government and various organizations, which provides communities with resources and knowledge for development. Of course, these agencies help develop skills and knowledge. Providing education and training helps community members acquire the skills and knowledge required to develop their communities.

Choe (2005) examined the success of the Korean Saemaul Undong development project and discovered that a key reason for its success was the help of government agencies, as the central government provided guidance, budget support, and assistance in different areas. At the same time, the study by Zaipa & Matemba (2023) found that besides having bad social structures and weak community relationships, another reason for failure was leaders not doing their jobs properly.

2. The leadership of the community committee and support from community members do not influence the success of community development.

This study found that the leadership or ability of the community committee had no effect on the success of community development. Support for development by community members had no effect on the success of development. In other words, even if the committee has no leadership and community members do not support development projects within the community, development will still succeed.

The results of this study contradict those of many scholars, including Silapachai Janmeesri et al. (2019), Ananyaporn Imjongjairak et al. (2019) Pongsatean Luengalongkot (2023), Kaewcharaya Kongnun and Somboon Sirisornhiran. (2019), as well as Sittichai Thummakun et al. (2022). As for

the reasons why leadership from the community committee and support from community members do not affect the success of community development, they are third cause, second cause and first cause as follows:

The Third Cause

1) The community committee's leadership had no effect on the success of the community development. The development work in the studied community was driven by the government agency, the Community Development and Social Welfare Department of the District Office (although the project in the annual action plan claimed to have come from the community process). Therefore, we can assert that civil servants have leadership power. As a mediator, the community committee has a duty to push development activities according to the guidance of the responsible agency and civil servants. This type of power, which extends beyond the committee, is a typical phenomenon. In some cases, government agencies must rely on committees. Chalerm Gerdmoli et al. (20210) found that committee leadership and member participation significantly affected project success. The community committee has more power than civil servants (of the Community Development Department) in many aspects, such as helping to ensure which families are eligible to receive two houses in the Secure Housing Project because they are extended families.

2) Support from community members does not affect the success of community development. Support for or participation in development by community members does not affect success. Because some of development projects can achieve their goals, even if community members do not support the project. This is because most projects have output-level goals, which are considered initial goals. For example, the Aedes mosquito eradication project uses fogging to determine the completion at specific checkpoints. This project does not necessarily aim to eradicate



Aedes mosquitoes. The goal of a Secure Housing project is to provide community members with houses. The project does not need to assess whether quality of life has improved after receiving the houses. Measuring the success of a development project with low-level goals does not necessarily require public participation or support. If officials follow the specified steps and community members do not obstruct their work, they can achieve their goals. For example, the installation of solar lights along a walkway by officials does not require support from community members for the work to be successful.

The Second Cause

Public support and participation were devalued. Public participation is undervalued, leading to their involvement in trivial matters or low-level participation, such as just listening to news. Undoubtedly, a community-level public hearing process is lacking. We used the following strategies to comply with government regulations: 1) Occasionally, the project was scheduled in advance. 2) Meetings may occur urgently, without sufficient time for the community to express their opinions. 3) In some cases, public hearings invite only leaders or influential people in the community. 4) Communication from government agencies is insufficient or uses overly complex language, making it challenging for the community to grasp the project's goals or content fully. This was due to a lack of genuine intention to listen to the community. Hidden reality is the lack of belief in the knowledge, abilities, or intriguing ideas of community members. When the public hearing process is similar, the resulting development projects are often improvements from previous years or are created by the community development and social welfare officers of the district and community committee.

The lack of a serious community process has resulted in the problem of “not getting good projects and not getting good ones” with two major

development projects that the Bangkok Metropolitan Administration (BMA) is pushing into communities. A project that does not perform well is the “Bangkok Health Insurance Fund.” There is money available, but it is unclear how it is allocated. This fund has been in place since the year 2018. Historically, the fund has utilized only 13-20 percent of its budget. By 2023, it received a budget of 340 million baht, with billions of baht in the accumulated budget. However, the community submitted a health promotion project, which received approval for just 56.8 million baht, a mere 16 percent of the total budget. In 2024, the fund and BMA will review some of the regulations’ obstacles so that communities can use this budget more. They hope that 80 percent of the projects will be approved.

The project that did not meet expectations was the Strong Community Project, which was developed in accordance with the Sufficiency Economy Philosophy of Bangkok. This project will support 200,000 baht per community starting in 2023. At that time, there were 2,000 communities. Only a few communities could disburse according to the regulations, as it was in the first year of the program. However, in 2024, issues were studied to solve them and adjust the new rules to make it easier to buy materials and equipment. Consequently, 1,806 communities participated in 2024, accounting for 90.25% of the total. In 2025, we endeavored to modify the procurement regulations and broaden the range of possible actions. I believe that this year, more communities that have not yet joined will join.

The relevance of the project to the community’s real issues and needs is interesting. The people involved know the problems and limitations well, but because the project must be done quickly and money is used so as not to lose the rights, it leads to simple projects that mostly require purchasing materials and equipment, even though they know that it may not be in line with the problems.



The concrete truth indicates this well; that is, from the study of Thai Publica (2024), it was found that Bangkok purchased materials and equipment during the time of Bangkok Governor Chadchart Suthiphan over a period of one year and seven months (fiscal year 2023 continuing to April 2024), totaling 4,298 projects, totaling over 2 billion baht, using a specific method of 94%. Regardless of the governor, there would not be much difference in development by purchasing materials and equipment.

However, in the case of the two large projects, some people suspect that the problem may not lie solely with the community process, but also with the rules and regulations for using the funds. This is because when proposing a project, it must be executed according to the Ministry of Finance's regulations on government procurement and material management (B.E. 2560) and the specific regulations of Bangkok, which have many conditions and limitations. Of course, all detailed and strict regulations have prevented corruption. Working on a project while fearing corruption from the other side creates limitations in responding to the community's problems and needs.

Even if there is still no suitable project, whether due to obstacles in the procedures or for any reason, if we insist on doing the community process in detail and seriously, making the voices of the few people in the community worthy of being heard, I believe that one day we will get a project that meets the problems and needs, a project that is the consensus of the community, and the community will feel the ownership of the development activities.

The First Cause

This phenomenon indicates a major problem: government agencies still use old-fashioned public administration, which focuses on agencies and the government as the center of everything. Decision-making power resides in the central government or government agencies. Operators do

not have sufficient patience and determination to create public assets and value in the community, especially for the poor. Although times and society have changed, the rules and guidelines of Bangkok's administration have developed a new way of providing public services, as shown by the introduction of the Royal Decree on Principles and Methods of Good Governance B.E. 2546 and the need for a public assembly process. These changes reflect the principles of administration, with democratic values at their core. All important activities must involve the public. Two additional projects, the Community Health Promotion Project and the 200,000-baht Community Development Support Project, also require the organization of public assemblies. However, in practice, the implementation remains unchanged and does not align with written principles.

There are two groups of people who can help solve this situation: the affected community members who come together to demand change, and government personnel who need to change their mindset and working methods. In this article, we will talk about government personnel because they have been given authority and use public resources. Therefore, they must be responsible for all the development results. To make development administration more successful and create projects that do not just buy materials and equipment, public administrators need to rethink their scope of authority and the principles of new public services.

Scope of authority, Alozie (2020) studied the roles and responsibilities of civil servants in community development, focusing on seven principles.¹⁾ Civil servants are required to participate in budget allocation, distribution, and operations, including resource allocation, distribution, and management. 2) Perform management duties focusing on sustainability (Sustainability Management). 3) Creating reconciliation and peace (consensus and peacebuilding). 4) Plan strategies and economic development (strategic planning and economic development). 5) Create



justice and equality (Justice and Equity). 6) Administer according to the principles of beneficial governance (governance). 7) Safety assurance and crisis-management skills are essential.

Principles of new public service, according to the concept of Denhardt & Denhardt (2000: 553-557) New Public Service adheres to seven principles: 1) Provide services rather than steers. 2) Make public interest in the goal, not the by-product. 3) Think strategically and act democratically. 4) Serve citizens, not customers. 5) Awareness of responsibility is not straightforward. 6) Value people, not just productivity. 7) Value citizenship more than entrepreneurship.

Both the above-mentioned principles and approaches to development management are not problematic for Thai agencies and civil servants because this knowledge is transferred through training for government personnel every year. The government has consistently issued strict laws, regulations, and practices. However, the problem lies in its implementation. In Thailand, there is always a gap between principles and actual operations.

This can be verified by the Bangkok Metropolitan Administration's 2025 Action Plan (Strategy and Evaluation Office, 2025), which incorporates guidelines and goals from development plans at various levels, such as the 20-Year National Strategy, the 13th National Economic and Social Development Plan, the 20-Year Bangkok Development Plan, and the United Nations Sustainable Development Goals (SDGs). The Bangkok Governor's 238 policies are integrated into an action plan covering nine areas and 28 development issues, with a system for objective monitoring and tracking of results. This is to drive Bangkok towards a livable city for all.

This action plan is considered a complete and beautiful plan, but its success depends on whether agencies and civil servants truly embrace the new public administration style, how serious civil servants are, and

how much opportunity community committees have to play their part. The success of community development in Bangkok depends solely on the role of these two groups.

VI) Suggestions

If these principles guide government service agencies, they need to change at least three things: 1. They must adjust their attitudes toward the community. 2. They must use new management methods to serve people. 3. They must adjust their thinking in order to develop the community.

1. We must adjust our attitudes toward community members. The government and civil service must accept that this group of people is entitled to live in the city because they also bear the burden of being a city. They should not be seen as poor, worthless squatters who must be forced out, so that the land can be used for more profitable purposes.

2. New management must be used to serve people. The essence of this is to use democratic values and public participation as the main management principles. Community processes are important initial mechanisms for new public services. Therefore, we must take this practice seriously.

3. The development principles must be adjusted. There are two principles that should guide development approaches: (1) Thailand's development must still adhere to Basic Needs Theory (Schutte, 2018), which means that all sectors of society must be managed to have a quality of life that meets the criteria for basic needs. This category includes marginalized people and urban slums. (2) For all sectors to participate in development, starting with existing community capital, the asset-based community development (ABCD) principle (Ma et al., 2024) must be used as a guideline. This principle begins by examining the positive aspects of the community and prioritizing them for use as a foundation for community development, based on the community's potential and inherent strengths. This concept is the starting point and a guideline for mobilizing participation within and outside the community.



References

- Alozie, O. E. (2020). Roles of public administrators in local community development. *International Journal of Scientific and Research Publications*, 10(9), 559–566.
- Anantawoot Boonnuang Thanongsak Mueantoie and DenNarong Thamma. (2023). Success factors strengthen strong community livelihood: A case study of Ban Krok Luek, Nam Rob Sub-district, Lan Sak District, Uthai Thani Province. *Mahachulalongkornrajavidyalaya University Journal*, 10(2), 342-356.
- Ananyaporn Imjongjairak Surasit Vajirakachorn and Duchduen Bhunthumnavin. (2019). Factors affecting the success of healthy space community development model: A case of Phasi Charoen district, Bangkok metropolitan administration. *Walailak Journal of Social Sciences*, 12(2), 348-364.
- Barbier, E. B., & Burgess, J. C. (2017). The sustainable development goals and the systems approach to sustainability. *Economics: The Open-Access, Open-Assessment E-Journal*, 11(2017-28), 1–22.
- Chalerm Gerdmoli Prakrong Sukonthajit Supharada Chaiyabob Rattana Tianmuangpak and Wichian Chantanet. (2021). Citizen participation in Baan ManKong project: A case study of Klong Premprachakorn community Laksi Bangkok. *Romphruek Journal of the Humanities and Social Sciences*, 39(1), 37-60.
- Choe, C. S. (2005). *Key Factors to Successful Community Development: The Korean Experience*. Institute of Developing Economies.
- Community Development Department. (2019). *A study of key drivers of successful community livelihood*. Community Development Institute, Community Development Department, Ministry of Interior.
- Denhardt, R. B., and Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public Administration Review*, 60(6), 549–559.

- Ghimire, B. J. (2023). Three pillars of sustainable development: Challenges versus achievements. *Journey for Sustainable Development and Peace Journal*, 1(2), 132-146. <https://doi.org/10.3126/jsdpj.v1i02.58266>.
- Gittell, R., and Wilder, M. (1999). Community development corporations: Critical factors that influence success. *Journal of Urban Affairs*, 21(3), 341-362.
- Kaewcharaya Kongnun and Somboon Sirisornhiran. (2019). Factor influencing achievement of Khlong Sam Phraek sufficiency economy village, Naiklongbangplakot subdistrict, Phrasamutchedi district, Samutprakan province. *Journal for Social Sciences Research*, 10(1), 24-37.
- Lak Si District Office (2024). Operational Plan of Lak Si District Office for the Fiscal Year 2024. <https://webportal.bangkok.go.th/laksi/page/sub/15567>.
- Ma, Q., Roslan Rosnon, M., Amin, S. M., and Burhan, N. A. S. (2024). Research on asset-based community development. *International Journal of Academic Research in Economics and Management Sciences*, 13(2), 195-209.
- Narong Ananlertsakul. (2011). *The role of community committees in community development in Hat Yai Municipality, Hat Yai District, Songkhla Province*. (Unpublished master's thesis). Prince of Songkla University.
- National Economic and Social Development Council. (2024). *Report on the Analysis of Poverty and Inequality Situation in Thailand 2023*. National Economic and Social Development Office.
- Pongsatean Luengalongkot. (2023). The community development operation model of Ban Nam Sai community, Thung Benja sub-district, Tha Mai district, Chanthaburi province. *Rajabhat Chiang Mai Research Journal*, 24(3), 125-139.



- Purvis, B., Mao, Y., & Robinson, D. (2019). Three pillars of sustainability: In search of conceptual origins. *Sustainability Science*, 14(3), 681–695.
- Rinthananon Sitthakulphong. (2020). *The community development process of community committees in the Bang Sue district, Bangkok*. (Unpublished master's thesis). Ramkhamhaeng University.
- Royal Gazette. (2021, May 27). Bangkok Metropolitan Regulation on Communities and Community Committees B.E. 2564. Royal Gazette, 138 (Special Issue 114 Ng), 9–33.
- Sittichai Thamkhan, Somkid Kaewthip, Chalermchai Panyadee and Pratana Yotsuk. (2022). Factors Affecting Strengthening Cooperation in Community Resource Management by Community Councils. *Journal of Humanities and Social Sciences, Nakhon Phanom University*, 12(3), 29-43.
- Silpachai Janmeesri, Usanee Mongkolpitaksuk, and Sukanya Parinyokul. (2019). The effectiveness of village committee operations. *Journal of MCU Buddhapanya Review*, 4(2), 133-154.
- Sukit Pilwas. (2017). The participation of village committees in community development in Khao Han sub-district, Khao Phanom district, Krabi province. *Journal of Buddhist Social Sciences and Anthropology*, 2(2), 15-21.
- Supatra Yodsuranang Pathan Suwannamongkol and Jumphon Nimpanich. (2016). The role of community committees in the development of slum communities: A case study of the Somboon Phatthana 2 community in Din Daeng District, Bangkok. *Journal of Social Science Doctoral Studies*, 6(2), 91-101.
- Supatra Yodsuranang Amnuay Boonratnamitri Pathan Suwannamongkol and Khwan Chupean. (2019). A model of a strong community committee for the development of slum communities in Bangkok. *Journal of Social Science Doctoral Studies*, 9(3), 675-691.

- Schutte, D. W. (2018, December). *The basic needs theory for community development*. ResearchGate. <https://doi.org/10.13140/RG.2.2.11882.98243>.
- Strategic and Evaluation Office. (2025). *Bangkok Metropolitan Administration Action Plan B.E. 2568 (2025)*. Bangkok Metropolitan Administration.
- United Nations. (2018). *World urbanization prospects: The 2018 revision*. Department of Economic and Social Affairs, Population Division. <https://www.un-ilibrary.org/content/books/9789210043144>.
- Wilawan Nachaidee Paricha Marie Kane and Jindarat Somkhaney. (2014). The participation of community committees in the development of Kamala Sai municipality, Kamala Sai district, Kalasin province. *Graduate Journal*, 11(53), 115-124.
- Wisit Yimyaem and Usanakorn Tawarom. (2018). Factors affecting the strength of the model sufficiency economy community in Koh Chan district, Chonburi province. *Journal of Applied Arts*, 11(2), 39-50.
- Zaipa, C. M., & Matemba, D. D. (2023, August 28). Exploring the role of social, economic, and cultural factors in community development: A social work perspective in T/A Chimwala, Mangochi. *Qeios*, <https://doi.org/10.32388/ES35QX>.

