

## Strategic Model for Development Planning of Subdistrict Administrative Organization

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**Abstract** The research objectives were 1) to create the strategic model for development planning of Subdistrict Administrative Organization (SAO), and 2) to experiment the strategic model for development planning of SAO. In this study had introduced the idea of five steps of development strategy combined with other theories and principle related to study strategic model for development planning of SAO. The participants were 221 peoples. Descriptive statistics was percent (%), mean ( $\bar{X}$ ) and standard deviation (S.D.). The inferential statistics Paired t-test was used for means comparison between before and after implementation achievement. The results were as followings : Planning, Plan Implementation, Monitoring and Evaluation, Correcting, Adding and Changing, and Thinking Model of Development Strategy after implementation, the knowledge development strategy of participants ( $\bar{X}$  =7.20, 6.91, 6.78, 6.80, and 6.75), were higher than before implementation ( $\bar{X}$  =5.64, 4.85, 4.60, 4.52 and 4.42), therefore, the mean score of after implementation achievement was higher than before implementation with statistically significant at level of .01. 2). Satisfaction toward the implementation of the strategic model for development planning of SAO as a whole, had average with 4.23 at high level. The strategic model for development planning of SAO, in case of Keoychai SAO had derived from process with integration of idea of five steps of development strategy combined with other related theories that can be actual use effectively to be a guideline for analysis the implementation created 9 steps for conducting in this research that help to initiate results of oriented models for the preparation of development plans of the SAO can be effectively implemented and successfully achievement, therefore SAO can make a good and suitable plan for the preparation of local development plans.

**Key Words:** Strategic Model / Development Planning / Subdistrict Administrative Organization

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### 1. Introduction

Constitution of Kingdom of Thailand B.E. 2550, established the policy on people participation by issued the section 87 that government must implement according to policy in aspect of people participation as followings:

- (1) Promote people to participate in policy and plan establishment in social and economic aspects both on international and local levels.
- (2) Promote and support people participation in politic decision making to plan for social and economic development including public service.
- (3) Promote people to be strong in politics and arrange law to establish the fund for politic development in citizen sector to aid implementation activity in community public health including supporting implementation of people group that assemble in term of network in every form in order to be able to express opinion and propose community need in the area through public space pattern (Constitution of Kingdom of Thailand, 2007 and Department of Rural Development, Ministry of Inferior, 2004).

Accompanying to the Tenth National Economic Development Plan (B.E. 2550-2554) established social status of country that Thai society adapted to the age of changing from rural to urban development. However, the process of community participation in the development and knowledge management increasingly, therefore, it affected the community to be group and to learn together to manage their problems that impacted to community at a certain level. This made the local readiness for effective work performance and had mechanism of community administration to be ready for burden of decentralization by governmental sector to promote people participation in local plan preparation. Moreover, governmental sector established country strategic development to strengthen good governance for country development and support the justice in sustainable society by decentralization from the national level to local and community level increasingly. Continuously, potential development and decentralize the decision making to local to have a role and take responsibility for management of public service by opening the people participation for local development by themselves to be value and benefit to people service thoroughly (The National Economic Development Board Office of the Prime Minister, 2007 and Thiengkamol, 2007).

Therefore, SAO had extensively role, function, and authority by not only having duty to provide basic public service for local people but also developing life quality, social and economic aspects, and providing opportunity for local people participation in local administration and examining the work performance of SAO (Department of Local Administration, 2003). Therefore, if SAO has good system of management to administrate and implement, hence, it will create happiness and well being for people effectively (Kanjanarangsinoth, 2009).

Establishing the development plan is the first process of administration of SAO in order to be congruent to concept of decentralization of governmental sector that aims to let people participate. This should have accurate mean to promote people to perceive on their right and duty together with understanding the administration in term of democracy as representative form correctly. Along with responsible unit for local administration is able to allocate restricted resources to bring for local development by getting well together with states of problem and needs of people successfulness (Wanaratana, et al. 1996, and Department of Provincial Administration, 2000).

Plan establishment obtained for participation process is accounted as important mechanism to make SAO accomplish those aims by using proper strategy, hence, SAO is essential to pay attention for planning of resource use to meet economization and most benefit for people both in present and future. SAO must implement according to work plan and project that established to meet high achievement in a certain period with controlling, monitoring, examining, and evaluating the work plan and project implementations. Management along with work plan and project, must be implemented in consistent with good administration with consensus oriented, transparency, accountability, participation, efficiency and effectiveness, and equitableness and inclusiveness. This can be examined by government sector and civil society (Thiengkamol, 2007 and Kanjanarangsinoth, 2009).

However, in the past period, major process of establishment for community development plan was established by guide or order from the central government mainly, while mechanism or organization for plan establishment was under the leading of governmental sector. This affected to problem identification that was not covering because process of establishment for community development plan was conducted by only administrative group or some community leaders. They identify problems and requirements of community with people participation (Puang-ngam, et al., 2004, Thiengkamol, 2005a and Kanjanarangsinoth, K 2009).

In order to promote, participation of multilateral sectors for establishment for community development plan to develop their local community by themselves, this will lead to sustainable living and self-dependent for administration of conservation and rehabilitation of natural resources and environment. Additionally, it also promote body of knowledge and multilateral competencies for local administration but in the past establishment for community development plan of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province, was conducted by only administrative and local officers and they faced with problem of lack of good model for establishing development plan because it was not participated by involved network party to give information and correct academic principle. This caused majority of establishing development plan of SAO was only emphasized on some aspect without establishing diverse project development for each strategy inclusively and equally. Particularly, in sectors of social, economic, natural resources and environment that are key targets of sustainable development (Trithosawit, 2006, and Thiengkamol, 2011e).

From analysis of establishing community development plan of Keoychai Subdistrict according to strategic development plan, three year development plan, and plan implementation, it can be concluded that in order to introduce project in three years plan to implement in budget of each year for each strategy, it is obviously seen that establishing community development plan of Keoychai Subdistrict was not appropriate, therefore, it impacted to administration of SAO of Keoychai Subdistrict because project implementation was done in all 5 strategies was emphasized only in some aspect without establishing project development for each strategy inclusively and equally in all aspects of development, therefore

community development of Keoychai Subdistrict is lacking of regular development according to principle of sustainable development (Puang-ngam, et al., 2004 and Thiengkamol, 2007).

As problems and principles mentioned above, the researcher pay attention to study and develop the strategic model for development planning of SAO of Keoychai Subdistrict by using participation of multilateral sectors, academic principle, and different technique for development planning of SAO of Keoychai Subdistrict with clear model and strategy for development planning with effective and efficient plan to obtain an appropriate community development plan and to be able to transfer the use of strategic model for other SAO with participation of stakeholders through Participatory Action Research (PAR) (Thiengkamol, N. (2011a).

## 2. Objective

The research objectives were as followings:

- 1) To create the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province.
- 2) To experiment the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province.

## 3. Methodology

The research design was implemented in steps by step as followings:

1. The qualitative research as Participatory Action Research (PAR) was used for creating the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province. PAR was used for preparation of SAO development plans through brain storming process integrated with SWOT (Strength, Weakness, Opportunity and Threat) analysis (Thiengkamol, 2011a). There were five steps of development planning as including;

- 1.1 Planning,
- 1.2 Plan Implementation,
- 1.3 Monitoring and Evaluation, Correcting,
- 1.4 Adding and Changing,
- 1.5 Thinking Model of Development Strategy.

2. Questionnaire for preparation of development plan implementation and satisfaction were used for evaluating SAO development plans, it included as followings:

Unit 1: Building awareness and knowledge and understanding for plan preparation.

Unit 2: Establishing representative to collaborate in plan preparation.

Unit 3: Providing Knowledge and Understanding about thinking model on development strategy.

Unit 4: Public hearing for the plan.

Unit 5: Preparing plan and implementing according to the plan.

Unit 6: Monitoring plan and evaluating.

3. The quantitative research was used for experimenting the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province. There were 2 sample groups of experiment. The first experiment group composed of 221 stakeholders. The second experiment group was 45 SAO members.

## 4. Results

SWOT analysis was used for evaluating competency of existing development potential and opportunity for future development of SAO. The Strength was found that there were no conflict of race and land since it is appropriate for agriculture with soil fertility and agriculturists are hard-working and high capability of agricultural knowledge, especially, rice cultivation and no crime and drug addict in community. Weakness was found that there was no irrigation system, a lot of agriculturists had informal debt, high production cost and prize of product set by middle man, lack of working capital,

and little equipment, less technology and low quality. Opportunity was found that location locates on the way to provincial center, and convenient transportation, therefore, it is easy for business development because of having railway station. Additionally, its location is able to develop as recreation site for passing people and able to hold community shop for increased income and occupation. It places on flat plane and connects to different important rivers such as Nan River and Yom River. Therefore, it is proper for numerous agricultural activities. Threat was shortage of irrigation system, and has faced with drought and flood. Moreover, agricultural product prize has fluctuated. SAO had few budget for development.

#### 4.1. Creating the for the preparation of SAO development planning with PAR, the results were as followings.

It created 9 steps for the preparation of SAO development planning including;

- 1.1 Arranging project for promotion multilateral sectors for community sustainable development and holding meeting to explain the project and request multilateral sectors to participate in the project.
- 1.2 Establishing work of project
- 1.3 Project opening by holding a meeting of group leaders, and community committee to create awareness and to gain more knowledge and understanding for plan preparation and thinking model of development strategy.
- 1.4 Arranging for public space for brain storming.
- 1.5 Surveying, collecting data, analyzing and synthesizing community data by establishing team work for data collecting from 17 villages.
- 1.6 Formulating and defining draft work plan of plan work and project for annual budget of 2012.
- 1.7 Public hearing for plan
- 1.8 Plan compilation and introduction plan to practice
- 1.9 Monitoring and evaluating
- 1.10

#### 4.2. Results of experimenting the strategic model for development planning of SAO

4.2.1 Results of experimenting the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province with the first experiment group composed of 221 stakeholders.

The sample group of 221 stakeholders was test on knowledge and understanding on strategic model for development planning of SAO, it was revealed that after the mean scores of aspects on planning, plan implementation, monitoring and evaluation, correcting, adding and changing, and thinking model of development strategy with 7.20, 6.91, 6.78, 6.80 and 6.75 higher than mean scores before participation through PAR with 5.64, 4.85, 4.60, 4.52, and 4.42 respectively as presented in table 1.

**Table 1.** Stakeholder Knowledge and Understanding on Preparation of Development Planning

Knowledge and Understanding on Plan Preparation	Before (N = 221)			After (N = 221)		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1. Planning	5.64	1.82	Moderate	7.20	1.24	High
2. Plan Implementation	4.85	1.57	Moderate	6.91	1.25	Moderate
3. Monitoring and Evaluation	4.60	1.62	Low	6.78	1.16	Moderate
4. Correcting, Adding and Changing	4.52	1.58	Low	6.80	1.16	Moderate
5. Thinking Model of Development Strategy	4.42	1.52	Low	6.75	1.29	Moderate

#### 4.2.2 Results of comparison participants on knowledge and understanding

about strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province with the first experiment group composed of 221 stakeholders, it was revealed that the mean score of after PAR achievement after implementation through PAR process was higher than before with statistically significant at level of .01, as presented in table 2.

**Table 2.** PAR Achievement of Stakeholder on Knowledge and Understanding on Preparation of Development Planning

Treatment	After		Before		t	p
	$\bar{X}$	S.D.	$\bar{X}$	S.D.		
PAR Achievement	6.89	0.18	4.81	0.49	15.040	.000**

\*\* Statistically significant at level of .01

#### 4.3. Results of Satisfaction Level toward Practice according to Strategic Model for Development Planning of SAO

Results of satisfaction on the strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province with the second experiment group was 45 SAO members, it was revealed that SAO members had satisfaction for system Unit 1: Building awareness and knowledge and understanding for plan preparation with mean score of 4.28, Unit 5: Preparing plan and implementing according to the plan with mean score of 4.20, Unit 4: Public hearing for the plan with mean score of 4.17, Unit 3: Providing Knowledge and Understanding about thinking model on development strategy with mean score of 4.13, Unit 2: Establishing representative to cooperate in plan preparation with mean score of 4.06, and Unit 6: Monitoring plan and evaluating with mean score of 3.97 respectively. Moreover SAO members had satisfaction for problem solving of subsequences at high level with mean score of 4.40. Subsequences were problem solving of target and problem solving of trouble at high levels with mean score of 4.37 equally, and problem solving of causes of trouble with mean score of 4.31 respectively. Satisfaction toward the implementation of the strategic model for development planning of SAO as a whole, had average with 4.23 at high level, as presented in table 3.

**Table 3** Satisfaction Level toward Practice according to Strategic Model for Development Planning of SAO

Items	Satisfaction Level		
	$\bar{X}$	S.D	Level
Unit 1: Building awareness and knowledge and understanding for plan preparation	4.28	0.50	High
Unit 2: Establishing representative to cooperate in plan preparation	4.06	0.68	High
Unit 3: Providing Knowledge and Understanding about thinking model on development strategy	4.13	0.75	High
Unit 4: Public hearing for the plan	4.17	0.68	High
Unit 5: Preparing plan and implementing according to the plan	4.20	0.72	High
Unit 6: Monitoring plan and evaluating	3.97	0.83	High
Problem solving of target	4.37	0.71	High
Problem solving of causes of trouble	4.31	0.66	High
Problem solving of subsequences	4.40	0.53	High
Problem solving of trouble	4.37	0.61	High
Total	4.23	0.67	High

## 5. Discussion

Research on strategic model for development planning of SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province, was conducted based on collaboration, knowledge and capability of administrators, SAO members, head of a group of villages, village chief, village committee, and involved network party by participation through PAR. Moreover it needs to introduce knowledge and understanding on planning, plan implementation, monitoring and evaluation, correcting, adding and changing, and thinking model of development strategy for all stakeholders who participated in preparation of development planning of SAO in order to obtain effective strategic model for development planning of SAO. After experimenting the SAO members had high satisfaction in all aspects of system units. Therefore, it might be concluded the created strategic model for development planning of SAO was appropriate for SAO of Keoychai Subdistrict, Chumseang District, Nakhon Sawan Province to use for implementation to solve problems that it was found in different aspects such as problem solving of target in term of lack of stakeholder participation and problem solving of

causes of trouble in term of preparation of planning under control of government sector. Moreover, it might be applied for other SAOs that have similar context in the same province or others province in Thailand.

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