Community Leaders' Potential Development in the Community Development Sector of Cherng Doi Sub-district, Doi Saket District, Chiang Mai Province

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Abstract

This study was conducted to develop the potential in community development of community leaders in Cherng Doi sub-district, Doi Saket district, Chiang Mai province. The study consisted of 4 periods as follows: 1) an analysis problem condition for development; 2) determination of development strategies; 3) project implementation; and 4) effectiveness assessment of the development strategies. Interview schedule and group meeting were used for data collection administered with a sample group of 42 community leaders. SWOT analysis and descriptive statistics were also used in this study. Findings showed that the community leaders had 3 problems: 1) project writing; 2) knowledge and information transfer through spoken language; and 3) managerial administration of community organization groups. The following were used in development strategies: training, educational tour, practice and periodical monitoring. For the effectiveness of the development strategies, it was found that: 1) the community leaders had a better knowledge and understanding in all (3) aspects of the development and 2) it was directly beneficial to the community.

Keywords: Potential Development, Community Development, Community Leaders

1. Introduction

The National Social and Economic Development Plan, 8th-9th issues have adjusted the way for development and "human resource" is used to be center for the development [1]. Its main principle is the transformation of country development process. That is, it focuses on qualitative development together with the creation of social justice and competition potential of the country. In fact, the National Social and Economic Development Plan, 10th issue has the strategy on human resource development and the Thai society leading to the society of wisdom and learning. Besides, the strategy on strength reinforcement of the community and society is done for the nation stability. Therefore, community development is a form of development method which can be used for developing human resource, community, and society.

Meanwhile, the community development philosophy is on the basis of the beliefs in human potential [2]. However, community leaders should be developed in terms of knowledge, understanding, and various aspects of competency, e.g. Training and various forms of learning reinforcement [3].

The community of Cherng Doi sub-district, Doi Saket district, Chiang Mai province is somewhat progressive. The community leaders there include sub-district head, village heads, assistant village heads, sub-district head superintendent and sub-district doctor. It was found that most of the community leaders cooperation the tasks on care-taking and local community development. Besides, they truly sacrificed themselves on community development. However, they were not as successful as it should be since they had deficiency on knowledge and understanding in the project writing for acquiring financial support for community development. Moreover, the lacked of speaking skill in terms of knowledge and information transfer and effective managerial administration of community organi- zations.

Based on the problems as mentioned, the researcher perceives that the potential of community leaders in Cherng Doi sub-districts can be developed by the reinforcement of their potential capacity. This can help develop their working performance and adjust their behaviors to be ready for their task operation which will be beneficial to their respective organizations [4]. This will surely lead to sustainable development in the future.

2. Objective of the study

2.1 To explore basic information of the community leaders in terms of community development roles, factor promoting and problems encountered, as well as problems and needs for potential development.

2.2 To develop the potential on community development of community leaders.

2.3 To assess the effectiveness of the strategy in potential development of the community leaders.

3. Theoretical and Conceptual Framework

3.1 Theoretical Framework

This study clings on the system theory; which is the basis for the determination of purposes or research direction based on data collection and analyses. For systematic research, any appropriate research technique or method could be employed such as survey, experiment, and participatory observation [5].

3.2 Conceptual Framework

Input Factors	Process	Expected Outputs
• Existing knowledge and understanding of the community leaders • Factors promoting and problems encountered in the community development • Needs for community leaders' potential development • Resource persons • Team of researchers • Materials and equipment • Training venue • Places for educational tour	• Training on project writing • Training on knowledge transfer through spoken languages • Training on the managerial administration of community organizations • Educational tour • Self-practice for potential reinforcement of the community leaders • Brainstorming on analyses and assessment of self-leadership and deficiency improvement • Periodically monitoring and assistance • Effectiveness assessment of the development strategies	• The community leaders have knowledge and understanding in correct community development project writing • The community leaders are able to transfer their knowledge and information through spoken language • The community leaders have improved their potential in the managerial administration of community organizations

Expected Outcomes
- Residents of Cherng Doi sub-district, Doi Saket district, Chiang Mai province will be developed by various projects initiated by their local leaders
- Residents of Cherng Doi sub-district will through roughly receive official information
- Residents of Cherng Doi sub-district will have a better standard of living

Figure 1 Research conceptual framework

4. Research Methodology

4.1 Study sample

This included 42 formal community leaders of Cherng Doi sub-district, Doi Saket district, Chiang Mai province consisting of 13 village heads, 26 assistant village heads, 2 sub-district head superintendents, and 1 sub-district doctor.

4.2 Data Collection Methods

4.2.1 Operational Step

Period 1: Explore and analyze problems for development. This was based on objective 1. Interview, group meeting (brainstorming), and SWOT analysis were employed.

Period 2: Determination of development strategies. This was done mutually between the researcher and the community leaders. The strategies included: 1) training on knowledge reinforcement in 3 aspects (Project writing; knowledge and information transfer; and managerial administration of community organizations); 2) educational tour; and 3) actual skill practice.

Period 3: Implementation of the develop-ment strategies. This had the operational plan in accordance with the strategies of period 2.

Period 4: Effectiveness assessment of the strategies for the community leaders' potential. The researcher determined a guideline for the project outcome assessment in terms of outputs, outcomes, and impacts.

4.2.2 Tools used for Data Collection

This consisted of the following: 1) interview schedule; 2) knowledge and potential assessment form; 3) behavior observation form; and 4) individual behavior recording form.

4.2.3 Data Collection

This was coordinated by the community leaders, scholars, and Cherng Doi municipality personnel. Data collection was done by using interview schedule, data recording by note-taking, and tape recording.

4.3 Data Analysis

Obtained data were arranged systematically. Then content analysis was done and Triangulation [6] was used for data checking for more clarification. Results of the descriptive analysis were presented after all.

5. Results of the Study

5.1 Community development roles of Cherng Doi sub-district community leaders

In the past, community leaders had few roles in community development due to a small sum of budget provided by the government. Besides, community leaders usually had great power over their respective communities. However, their main roles were the coordinators for local people and govern-ment agencies such as the incidents of birth, death, soldier

registration, and informants on fire break out, and natural calamity. Nowadays, however, there are changes in the local administrative structure. This causes a decrease of sub-district and village heads' roles.

5.2 Factors promoting and problems encountered effecting community development of the community leaders

The community leaders perceived that factors promoting their roles in community development were: 1) community participation; 2) being financially supported by government and private sectors; and 3) the difficulty or convenience of development tasks. However, the researcher believed that there were some other factors successfully promoting the community development tasks such as good relationships between community leaders and people in their communities and between the community and external agencies.

5.3 Problems and needs of the community leaders

The problems are of 3 aspects: 1) lack of skills in knowledge and information transfer through spoken language; 2) lack of project writing skills; and 3) lack of knowledge and understanding in the managerial administration of community organiza- tions.

Based on the study, the researcher conducted SWOT analysis as shown in Table 1.

Table 1 SWOT analysis of the community leaders

Internal Factors	
Strengths	**Weaknesses**
1. Unity among community leaders 2. Community leaders are sacrificial 3. Community leaders always want to develop themselves 4. Community leaders are sincere 5. Community leaders are well accepted by people in the community	1. The community leaders are old and seldom interested in development tasks 2. Roles of community leaders are reduced, resulting in a decrease of well power to work. 3. The community leaders lack of knowledge in new technology using (computer) 4. The community leader lack of knowledge in project writing and competency in knowledge and information transfer through spoken language, as well as managerial administration of community organizations

Internal Factors	
Opportunities	**Threats**
1. The policy on the promotion of fringe benefits and position bonus 2. The government sector supports the development tasks more than ever 3. Development organizations of the private sector participate in the community development more than ever	1. The structure of local administrative organization causes a decrease of local community's roles 2. The local administrative organization is responsible for the development budgets and this causes obstacles for the community leaders to do the development tasks

As a whole, it could be said that the community leaders had a high level of self-development since they had many strengths.

5.4 The strategy determination for community leaders' potential development

This focuses on training for the development of skills, knowledge, and understanding in development project writing and knowledge and information transfer through spoken language. Development strategies included educational tour, practice in the actual situations periodically monitoring and assistance as shown in Figure 2.
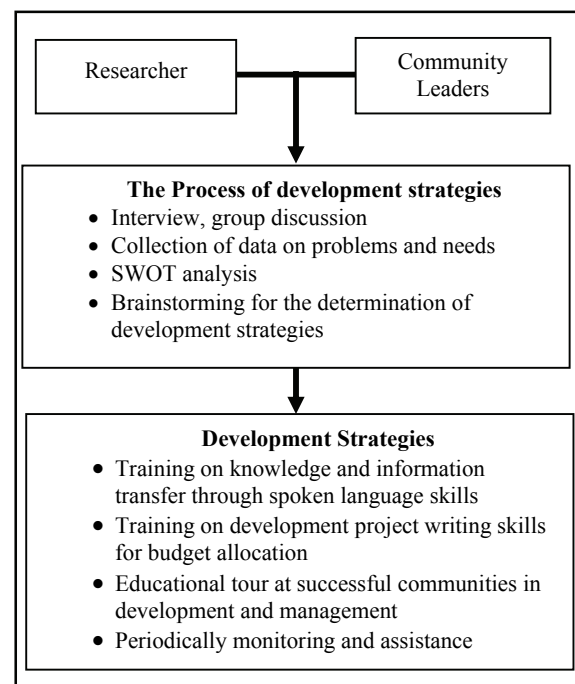

Figure 2   The process of strategy determination for the development of community leaders

5.5 Outcomes of community leaders' potential development

5.5.1 The process of bringing the development strategies into practice

There was the training on basic skills in 3 aspects: 1) development project writing; 2) managerial administration of community organizations (together with pre-test and post-test); and 3) knowledge and information transfer through spoken language skills. For educational tour, problem issues for the community leaders were set in advance. After the training, the researcher conducted training on the 3 aspects once again and periodically monitoring and assistance were done to create confidence of the community leaders.

5.5.2 The effectiveness assessment of the strategies for community leaders' potential development

The systems theory of Stufflebeam [7] was employed as shown in Figure 3.
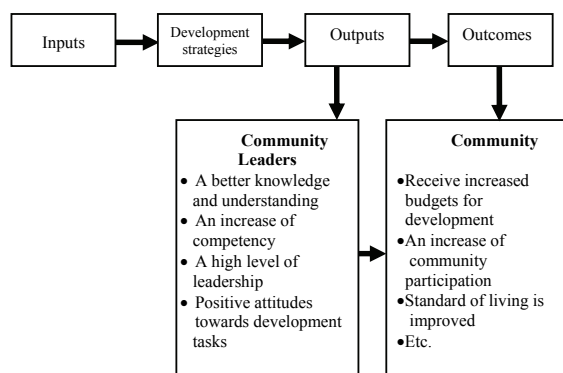
Figure 3 Framework of the assessment in accord ance with the system theory

Results of the training in the 3 aspects showed that the community leaders had an increase of knowledge and understanding. They could perform well in the development project writing and included various concepts in development project writing such as local culture inheritance project, drugs-free village project, exercise for good health project, and week-end youth activities project. However some community leaders could not fully apply knowledge obtained from the training due to the limitations in their basic knowledge and skills in reading and writing. This made them spend a lot of time in development project writing. They were being confident in knowledge and information transfer to the public. Many community leaders knew how to be a good speaker, so they try to change their speaking behavior. For instance, they could use microphone without embarrassment. Besides, many of them could discuss or express their opinion in a meeting very well.

Moreover, they emphasized on development planning and allowed people to participate in planning activity. Based on the comparison between results of the pre-test and post-test, most of them could answer questions correctly and clearly. This was particularly on the "Connection of community organizations for sustainable development". This was because of the development in knowledge and basic skills. In other words, training is method which reinforces working competency of an individual on development tasks [8] as well as make them as a literati [9]. The said training on knowledge, understanding and basic skills arise from needs of the community leaders. However, it is based on individual differences among them. That was, older community leaders had less competency than that of younger ones [10].

With regards to educational tour, the community leaders could analyze and compare their managerial administration with other communities. They also had concept for applying the good practices of other communities to their community development plan such as keeping the office clean and tidy. Besides, the community leaders talked to villagers about their past experiences in educational tour in order to encourage them to participate in community development activities. However, some groups of community leaders could not analyze or compare situation well. This might be because of the difference in their basic knowledge and experience. The result implies that educational tour can inspire an individual to use critical thinking for the comparison and to apply what he has experienced to his community [11].

Also, the community leaders had knowledge exchange to each other and this helped them have good human relationship. Not only this, many of them employed motivation in knowledge exchange such as they invited members of other organizations and community leaders to participate in their development activities. Results of the study conformed to the Phra Dhammapidok concept that education is common to man which needs practicing; practicing is learning. Thus, man have to learn their way of life for self-development, both spirit and intellect leading to happiness [12].

5.5.3 Other results obtained from the application of development strategies

Most community leaders had confidence and increase of leadership. This could be observed when they were doing community development activities. Importantly, the community leaders were well accepted by people in their respective communities. Moreover, local people had more opportunities to participate in community development activities. This helped create good relationship between the community leaders and people in the communities. Importantly, people in their respective communities were proud of them and felt that they were secure under the supervision of the community leaders.

6. Conclusions and Recommendations

This research for development is responsive to needs for potential development of the community leaders. Results of the potential development strategies showed an increase of competency and skills of the community leaders. This is, they are able to apply what they have been trained to their community development tasks. However, the community leader should continually develop their potential. Also, they should always try to participate in community development planning with government agencies, e.g. local administrative organization. Besides, local government agencies should place the importance of community leaders by providing continual community leaders' potential development project. Budget allocation should be sufficient and appropriate with the community development activities.

7. Acknowledgement

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