COORDINATION OF SOCIAL INSTITUTIONS INTO THE RURAL COMMUNITY STRENGTHENING PROCESSES IN THE FIVE SOUTHERNMOST PROVINCES OF THAILAND*

By

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Abstract

The article focuses on the coordination model of social institutions into the rural community strengthening processes in the Five Southernmost Provinces of Thailand and factors affecting the model. The result of the study by the analysis and synthesis method revealed that integrated-coordination model was the best for coordination of social institutions into community strengthening process in the 5 Southernmost Provinces of Thailand. Six components of the integrated model were adaptability of coordination style, making an agreement among the rural institutions, making job description of each institution, hold on strengthening community

as ultimate goal, awareness of agreement and hold on multidimensional coordination method. The factors affecting coordination of social institutions were components of social institutions coordination as building understanding for institutions in the Tambon/village about mutual interest to be received from the community strengthening policy, accepting to work together between institutions and having a leader who is recognized by the community/village, significance of the situation as promoting folk wisdom (herbs, basketry, traditional medicine, etc.) for development of the village by government agencies and government agencies (education sector, community development sector, etc.) providing support for development activities to strengthen the community, community strengthening process as building activities for cooperation between villages and Tambon, functions of social institutions as functions of religious institution (temple and mosque) in stopping societal changes to deterioration and function of family as a whole, relationship level of social institutions as community schools and temples or mosques and finally the characteristics of the area as Thai Muslim community.

Introduction

The study on "Coordination of Social Institutions into the Process of Rural Communities Strengthening in the Five Southern Border Provinces of Thailand" was resulted from conclusions of the related studies in Akom Chaikeaw (1999, 2000, 2003, 2006). Therefore, the objectives of the presentation of the results of this study are twofold: to present coordination model of social institutions into the process of rural community strengthening and to indicate factors affecting the model implementation. Details of the article will be presented later.

Problem Statement

The five southern border provinces consist of Songkhla, Pattani, Yala, Narathiwat, and Satun. Most population, 80 percent, are Muslim Thais with their own unique way of life different from people in other parts of the country. These differences range from the family institution, education and religion (Southern Border Provinces Administration Center, 2000). The economic downturn in 1997 had many important effects on rural areas of five southern border provinces. For example, lower wage, lower family income, more wrong doings, less community activities, less reli-

gious participation, etc. (Akom Chaikeaw, 2000). The main cause was the development that emphasized economic growth and modernization. This can be seen from the past in Thailand's economic and social development plans (1961-1996). Until in the 8th-9th Economic and Social Development plans, the concept of development to strengthen communities was implemented for concrete development covering the whole country (Office of the National Economic and Social Development Commission, 2000). Thus, there is a process that gathers community resources to be used in development to strengthen communities in the five southern border provinces by integrating social institutions to play a role in a suitable form and way that can be implemented by related agencies responsible for local development.

Research Method

This study is both quantitative and qualitative. A questionnaire that had been tested for its reliability and validity was used to gather quantitative data in the rural communitie of the Five Southernmost Provinces of Thailand, and focus group discussion with 5 to 7 representatives of social institutions was used to collect qualitative data.

Target Population and Sample

The first level of social institutions as the sampling frame are families, elementary schools, temples,mosques and Tambon Administrative Organizations which being located in the rural areas of the five southern border provinces of Thailand. The second sampling elements are heads of household, temple or mosque committees, elementary (primary and secondary) school teachers, council members and officials of Tambon Administrative Organizations. The 785 samples from the second element were determined using Taro Yamane's formula (1967) (error level .05) and selecting through mixed sampling and multi-stage sampling methods. Qualitative data as complementary data were collected from five focus group discussions, one for each province.

Data analysis

Quantitative data were analyzed using percentage, mean, correlation, analysis of variance, and regression analysis. Integrative analysis and reasoning analysis were used to link quantitative and qualitative data.

Theoretical concepts and related study results

Roy Preiswerk (1981) and Ponna Wignaraja (1981)'s concepts were used as guidelines in setting the conceptual framework of the study. The development of these theoretical concepts was a result of negative effects caused by development that emphasized infrastructure and economic growth (Streeten, 1981; Gunnarson, 1985; Preston, 1982, Akom Chaikeaw, 1991). Preiswerk's development model revealed three important components of development: preserving cultural identity, self-reliance, and basic needs, in which the state can opt for democracy or using power. In addition, emphasis was placed on the importance of development of people, participa-

tion, coordination and self-reliance. The community was key to the development process leading to a new strong community. This concept mentioned in a speech by His Majesty King Bhumibol Adulyadej, Rama IX of Chakri Dynasty has been implemented in Thailand. The third part of this new development concept deals with management to strengthen the community in crisis based on holistic development. For example, a value system, beliefs and clear community development goals are power leading to development; cooperation among local organizations at the horizontal to solve problem successfully according to the development goals and the objectives and lastly, support and efficient services provided by external agencies in the government and private sectors for community development (Chatchai Na Chiangmai, 1999; Thiraphong Kaewhawong, 2001). Considering the substance of all the three parts of the new theory, the following important components are keys to success in development to strengthen the community: People are the development center; recognition of problems and differences of each area; emphasis is on holistic development; cooperation and assistance to each other both horizontally and vertically; sense of unity; sense of belonging; people participation; the community way of life is the base for development when adopting innovation from outside; building secure and warm families; and last, social institutions must be the base for development.

Coordinating institutions and organizations at the community level. According to the theoretical concepts, there are three main types of coordination that can be applied to explain the phenomenon (Chittima Witthaya-anumat, 1994; Somchai Suchatcharoenying, 1992). First is vertical coordination or coordination by authority. Second is coordination by plan or agreement consisting of two forms: pre-structured coordination and adaptable coordination for better coordination. Last is coordination by mutual adjustment. There are three main reasons for this type of coordina-

tion. First is seeing the importance of the goal and the need to work together to achieve the gold. Second is recognizing the reality that no organization or agency has sufficient resources to achieve the goal on its own. Third is emphasizing the exchange theory meaning that the agency receiving resources and full support for its project this time will have to exchange something in reciprocation to other agencies in the future.

From the above-mentioned theoretical concepts, related study results done by the researcher and results of related studies done by other researchers, the following research conceptual framework of a model for coordinating social institutions to strengthen communities in the southern border provinces.

Study results

From the conceptual framework of the research, instruments were devised and data were collected. Then the quantitative data were analyzed and the overall result of each model obtained and it was revealed that the most suitable model was coordination by plan or agreement, followed by vertical coordination or coordination by authority, and coordination by mutual adjustment, respectively. Six indicators of the coordination; clear function of each social institution or government unit, establishment of coordination principles, adaptability of coordination styles but depend on ultimate goal of development, the operation of each of social institution or government unit must be concerned with the coordination prin-

Independent variables

| 1. Significance of the situation in the community |
| 2. Characteristics of the area |
| 3. Function of social institutions |
| 4. Relationship level of social institutions |
| 5. Community strengthening Process |
| 6. Components of social institutions coordination |

Dependent variable

Models for social institutions coordination

1. Vertical coordination
2. Coordination by plan or agreement
3. Coordination by mutual adjustment

ciples, operation with the goal of community strengthening, were with an average value higher than or equal to the overall value of each type of coordination. These six indicators were integrated into a model for coordinating social institutions to strengthen communities in the southern border provinces as dependent variable. The relationships between the type of coordination and factors or independent variables were analyzed using multiple regression analysis. Details of factors influencing the model in coordinating social institutions were considered as component variables and stepwise analysis was carried out. Six variables were found with 44.4 percent power of explanation($R 2 = .444$) for the model of coordinating social institutions. Comparisons were made according to the weight of each variable as follows:

1. Components of social institutions coordination as building understanding for institutions in the Tambon/village about mutual interest to be received from the community strengthening policy, accepting to work together between institutions and having a leader who is recognized by the community/village ($b = .417$).

2. Significance of the situation as promoting folk wisdom (herbs, basketry, traditional medicine, etc.) for development of the village by government agencies and government agencies (education sector, community development sector, etc.) providing support for development activities to strengthen the community ($b = .169$).

3. Community strengthening process as building activities for cooperation between villages and Tambon ($b = .146$).

4. Functions of social institutions as functions of religious institution (temple and mosque) in stopping societal changes to deterioration and function of family as a whole ($b = .109$)

5. Relationship level of social institutions as community schools and temples or mosques ($b = .082$)

6. Characteristics of the area as Thai Muslim community ($b = -.069$).

Synthesizing the quantitative and qualitative data

The results of the analysis of the quantitative data on factors related to the process of strengthening the community and the model for coordinating social institutions to strengthen the community can be synthesized with the qualitative data collected from focus group discussions as follows:

Factors influencing the process of strengthening the community have been found are the following:

1. The importance of the situation leading to coordination of community institutions to strengthen the community. The analysis of the quantitative data reveled that two components of the situation that influenced the model for coordinating social institutions to strengthen the community were narcotic drugs and gambling in the village, and the environments of the community that had been affected by factories, technology and machines.

At the same time, the analysis of the qualitative data revealed situations of unemployment, abandonment of the community for the city, and local people with low educational levels. Therefore, it can be concluded that there are five important components in the situation factor that can be linked logically as follows:

Stealing/robbery

Drugs/gambling

Unemployment

Environment

Situation

Abandonment of
community to the
city
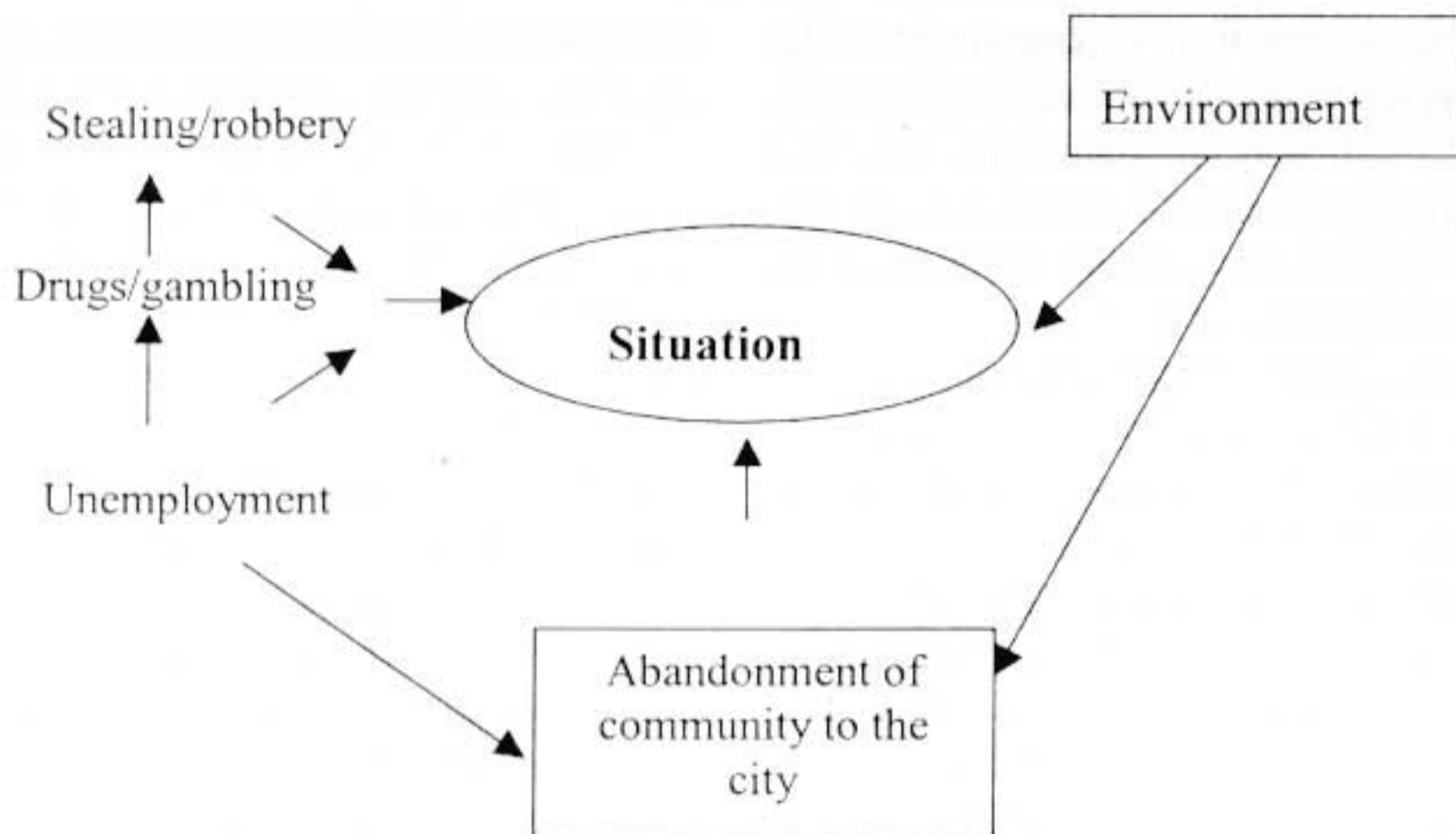
The links above show that the unemployment problem, drugs, gambling and stealing or robbery are primary socioeconomic problem that lead to abandonment of the community to the city. At the same time, environmental problems resulted from factories, technology and machines in factories influenced by capitalism that emphasizes economic growth and economic infrastructure are also the factors that lead to abandonment of the community for the city. This is in concordance with the concepts and study results by Phra Thepwethi (Prayuth Payutto, 1989; Pathumthip Wongkaew, 1994; and Thanaphan Suthara, 1996 and 2000), that is to say people migration from their community results from environment factors such as water pollution caused by industrial growth. Moreover, economic expansion resulted in occupations other than agricultural occupations such as merchants, businessmen and skilled craftsmen. Significantly, the economic crisis was the situation that caused a high rate of unemployment. These components of the situation prompted the need for institutions in the community to cooperate to solve the problems by strengthening the community. Details of the model for coordinating social institutions will be discussed again later.

2. **Understanding the strong community.** When analyzing the quantitative data, it was found that there was an influence on the model for co-ordinating social institutions. The mean of the indicator of understanding in the objectives of the strong community, especially in the aspect "**Community cultures are important obstacles to village development**" was "moderate" to "low" (mean = .5966). This indicated that there were some misunderstandings in the concept of strong community. The mean of the aspect "Community leaders have an important role in leading to village/community development" was low (mean = .1734). Among Muslim Thais where faith in leaders is high, the **level of misunderstanding was found to be even higher**.

On analyzing the qualitative data, it was found that the aspects "People are the center of development." and "People participation in development" were proposed rather often. This showed that the level of understanding in these aspects was high. This also in concordance with the quantitative data in which the level of understanding was high (mean = .9487). The conclusion of this issue is in concordance with the concept of the new theory (Chatchai Na Chiangmai, 1999; Roy Preiswerk, 1981; and Ponna Wignaraja, 1981) in which the emphasis is on people as development center, people participation, and unity, etc. Therefore, the level of understanding in each as-

pect of the concept of strong community influences people's behavior in the development process of strengthening the community. Levels of understanding, therefore, lead to behavior that is in the same direction of understanding at the time (Kalaya Suwansaeng, 1997).

3. **The process of strengthening the community**. A comparison between the quantitative data and the qualitative data showed that they were in the same direction in the need for development of leaders, having the leader with vision, creating unity of different parties. Research results that support this are Rondinelli and Cheema(1983: 26) and Fong Chan-Onn (1985). They state that the importance of clear policy will result in correct practice that meets the objectives of the policy, especially understanding of the agency during the practice and understanding of the grass root community that can lead to more correct practice.

4. **Functions of social institutions in the community.** The result of the analysis of **quantitative data** revealed that the first factor that has influence on the model for coordination of social institutions was the function of the religious institution, in particular, its sub-function in stopping social changes in a deteriorating way. Another factor was the function of the family institution. The analysis of the qualitative data showed that the functions of the religious institution and the family institution were factors influencing the model for coordination of social institutions. Their important function was such as stopping social changes in a deteriorating way. The studies results that support these findings are those conducted by A-ngun Phunthawi (1995) and Somnuek Anantaworawong (1996). In addition, the findings are also in concordance with the result of the conference organized by Office of the National Economic and Social Development with support from Office of Research Fund on August 29, 1996, which emphasized family and religious institution development in terms of strengthening the community. For example, the emphases were

on the warm family and developing the potentiality of the religious component that is monks to contribute more to community development.

5. **The component supporting the practice of coordinating social institutions to strengthen the community.** The analysis of the **quantitative data** revealed that this factor had an influence on the model for coordinating social institutions as a whole and on some indicators. These are making a developing plan together among different parties in the Tambon/village; having a leader who is accepted by the community/village; accepting that institutions in the community should work together; building understanding among institutions; and clear policy in strengthening the community to be put into practice in the village.

6. **The level of relationships between institutions in the community**. Analysis of the quantitative and qualitative data revealed that good relationships between social institutions in the community are an important factor leading to coordination that can strengthen the community better. In addition, the result emphasized the importance of details of good relation between schools in the community and the temple or mosque. This showed the importance of good relationship between social institutions in the community that leads to coordination that strengthen the community effectively and successfully achieve the goal. Study results that support this include Phusa Sriwilat (1993), Pornprapha Sinthunawa (1990), Prani Monthongdaeng (1991), Woradet Chantharason and Winit Songprathum (1986) and Chatchai Na Chiangmai (1999). These studies revealed the importance of social institutions in the process of strengthening the community under unity and good relation that can lead to effective coordination of practice at the local area level.

Model for coordinating social institutions.

The model for coordinating social institutions resulted from the conclusion of the quantitative

data that had been screened from the indicators with the mean higher than the overall mean of each model consisted of the following. The capacity in adjusting coordination based on complete coordination (achieving the development goal), setting agreement between agencies, setting clear responsibility of the agency/institution, and working based on community empowerment concept. Each agency must give importance to coordination that focuses on achievement of the agreed goal, and each institution must work to achieve development based on coordination in all aspects.

Analysis of the quality data revealed that the model for coordinating social institutions to strengthen the communities in the five southern border provinces included the following important components: lowering self-centeredness of each institution, setting clear roles of each institution, allowing people participation in institution's activities, and accepting to do activities together with other local social institutions.

When comparing the results of the analyses of the quantitative and qualitative data, it is obvious that the aspect that coincides is setting clear roles and responsibility of the institutions/agencies that work on activities to strengthen the community. Other aspects that support this include adjusting the form of coordination, focusing on cooperation from others, and setting agreements between agencies or institutions. The aspect that needs to be included in the component of the model is people participation in activities of the institution, and accepting to work together among institutions.

The above components of the model for coordinating social institutions to strengthen the community are in concordance with the theoretical concepts and results of the studies by Phusa Sriwilat (1995), Rondenelli and Cheema (1983: 26), Litwak and Hyton (1962: 395-420), Fong Chan-Onn (1985), Nuchjarin Ratchukul (1995: 32-34) Chatchai Na Chiangmai (1999), Thiraphong Kaewhawong (2001), and Chatthip and Pornphilai (1994: 178-179). The important

aspect that is the same in all components of coordination is the authority structure that is referred here to assigning responsibility, agreement between agencies, and setting the goal to achieve together. These components would result in a decrease in self-centeredness of each institution or agency that will enable the process of coordinating to strengthen the community to achieve the goal and objectives concretely.

Recommendations for the model for coordinating social institutions to strengthen communities in the southern border provinces

From the synthesis and analysis detailed above, a model and factors affecting the model for coordinating social institutions to strengthen communities in the southern border provinces can be proposed as follows:

1. The Model for coordinating social institutions to strengthen the community should have the following components.

1.1 Coordination than can be adjusted based on ultimate goal of development (to achieve the people development goal).

1.2 Agreement among institutions is needed.

.1.3 Clear responsibility must be assigned to the institution/agency.

1.4 Work is based on strengthening the community.

1.5 Each agency must place importance to coordination that focuses on achieving the agreed goal.

1.6 Each institution works for achievement through coordination in all aspects.

1.7 People should participate in activities of social institutions in the community.

1.8 Acceptance of social institutions in the community to do activities together.

For the above-mentioned components to work concretely, the links of each factor that affects the success are presented as follows:
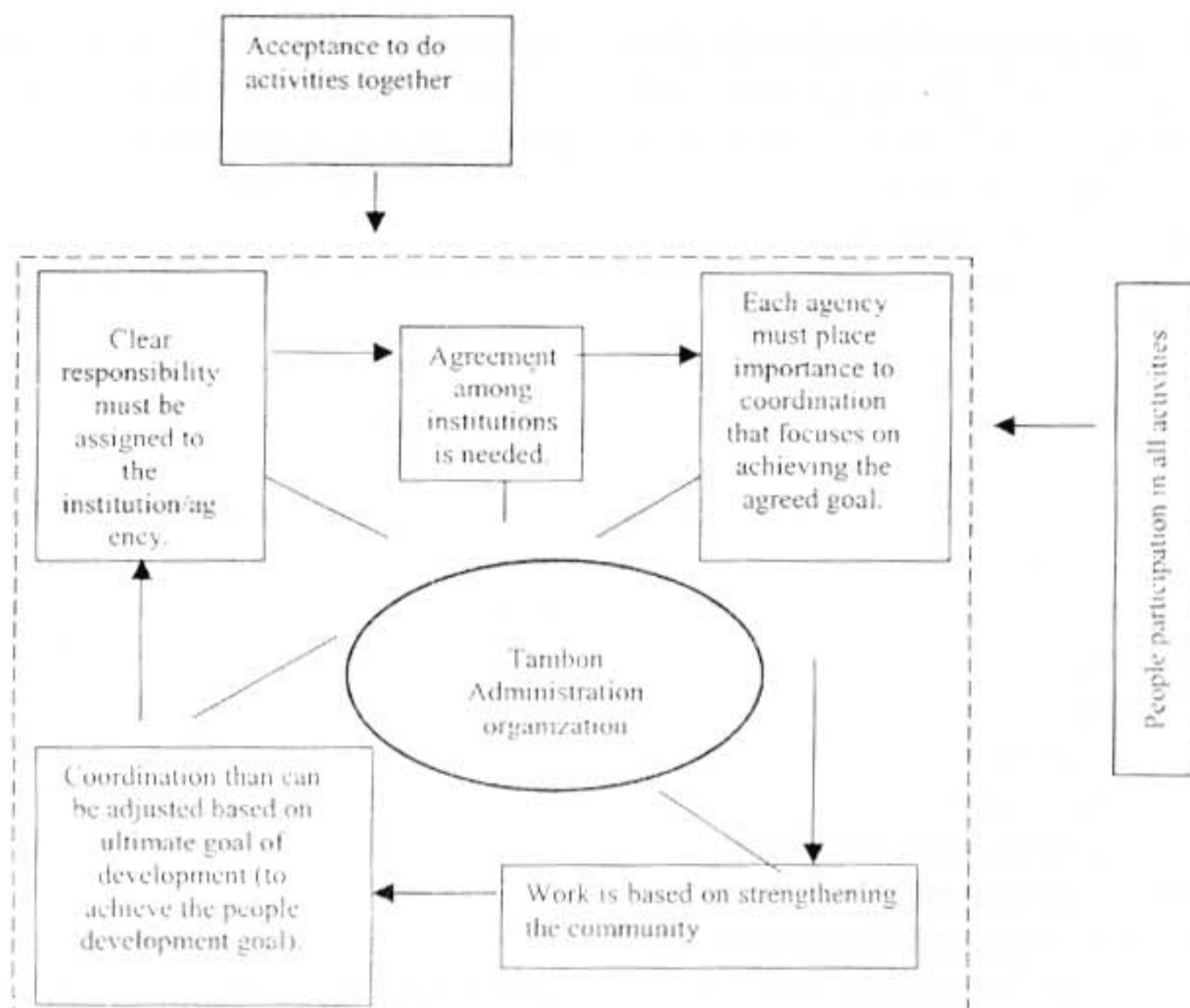
The above process and procedure of the model shows that in coordinating social institutions in the southern border provinces to strengthen the community, a Tambon Administration Organization is needed to act as a core or center to be the host or the core of the process. This is because it is a local administration organization that is close to the people and its role is to be responsible for the process. The responsibilities consist of those that it must do and those that it can do including economic and social responsibilities, infrastructure and environment. Nevertheless, in doing activities for community development, the Tambon Administration Organization with these responsibilities must place importance to major works such as creating and developing community leaders by supporting and providing the opportunity to people with knowledge and ability who want to work for the community without fastening on relatives or groups. This is so in order to get leaders who are not biased, with knowl-

edge and vision that can lead the community towards being self-sufficient to an extent.

2. Creating a process that can identify the problems and offer alternatives for solving community problems using an open system that provide opportunity for people to participate in solving the problems and choosing alternatives for solving the problems in their community.

3. Carrying out community development activities emphasizing cooperation from all parties. Development activities must focus on local/community culture and folk wisdom and be in the public interest. Development must be based on the public interest rather than interest of any particular group. All development activities must use as resources in the community as possible. Using resources outside the community should be done only when necessary to complete and achieve the development goal of strengthening the community. Coordinating related agencies, especially local agencies dealing with education, culture,
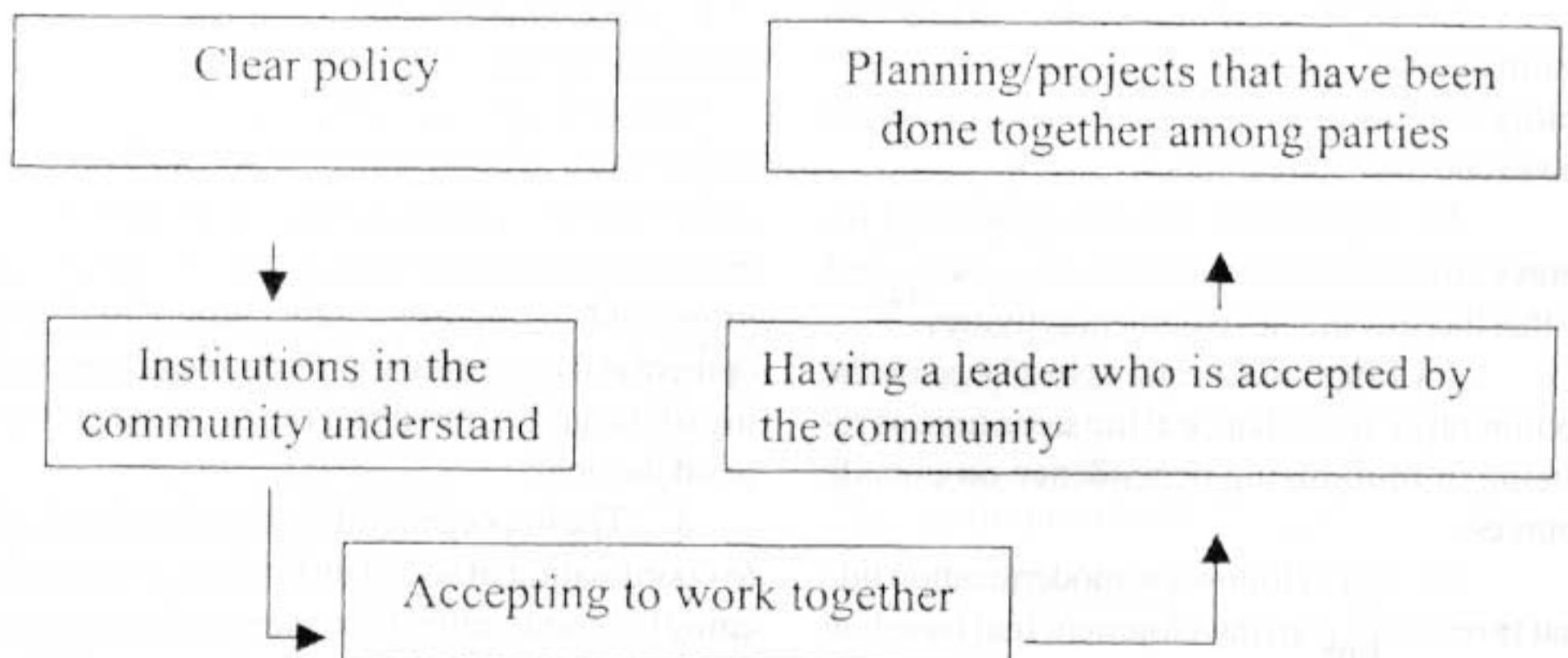
public health and development, to support activities should be done by the Tambon Administration Organization as the core. In addition, coordinating private agencies to support the activities will enhance the efficiency of the development activities to achieve the development goal. Monitoring and evaluation of local development activities to control management and evaluate the activities should be done so as to improve them and make them move toward the set direction, reduce or eliminate wastes of time and resources.

4. Creating and developing networks of cooperation among villages/communities. This refers to creating cooperation among activity groups in the community to build a working network or data network that will benefit the strengthening of the community. They can exchange information and experience and help each other in terms of academic and resources. This is the best way leading to community solidarity and strengthening the grass root community.

Factors related to coordinating social institutions to strengthen the community. The factors related to coordinating social institutions to strengthen the community that need to be focused on are as follows:

1. Factors in clear policy in strengthening the community. The sub-components affecting the coordination are related and connected to each other in a chain as follows.

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┌─────────────────────┐        ┌──────────────────────────────┐
│    Clear policy     │        │ Planning/projects that have   │
│                     │        │ been done together among      │
│                     │        │ parties                       │
└─────────────────────┘        └──────────────────────────────┘
          │                                    ▲
          ▼                                    │
┌─────────────────────┐        ┌──────────────────────────────┐
│  Institutions in    │        │ Having a leader who is        │
│  the community      │        │ accepted by the community     │
│  understand         │        │                               │
└─────────────────────┘        └──────────────────────────────┘
          │                                    ▲
          │   ┌────────────────────────────┐   │
          └──▶│ Accepting to work together │───┘
              └────────────────────────────┘
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The connection begins from clear policy from the government and superior agencies (ministries, bureaus, and departments) that social institutions in the community must know and understand, and ready to work together under the accepted leader who coordinates to carry out planning/development projects to strengthen the community.

2. Building understanding in the process of strengthening the community. Because the process of strengthening the community has specific characteristics and needs clear understanding among people who practice it in order move it towards the goal in terms of policy, the following six principles are needed.

2.1 Importance must be place on people development. This refers to building and developing people so that they primarily have knowledge and are able to rely on themselves. This needs to be done urgently by providing education both formal and non-formal education that link to building and developing leaders for communities.

2.2 Importance must be placed on community culture and folk wisdom as well as the ability to apply them to benefit the people themselves and their communities.

2.3 Importance must be placed on resources that are available in the community first so that they benefit development activities.

2.4 Emphasis must first be placed on the community's self-reliance at the same time as reducing or minimizing dependence on outside sources.

2.5 Not to follow the modernization tide that is resulted from development that based on infrastructure.

2.6 Enhancing networks among groups/communities/villages that are the process indicating the ability of the community in carrying out activities in the community and expand to other communities. This networking provides the community with negotiating power with other parties that do the activities together and helps keeping the public interest in the area efficiently.

Building understanding in the development process can be done through social institutions under the framework of clear policy, providing education through short course training, and publishing a Manual for Working to Strengthen the Community and distribute it to groups/organizations/institutions in the community. The first target group that need this are groups/organizations/institutions that are responsible for or related to the development process, namely:

Group 1 Tambon Administration Organizations consisting of members of the Tambon Administration Organization, especially administrative board and employees of the Tambon Administration Organization that are considered leaders who can be developed and can understand the policy easily and can link it to practice directly.

Group 2 Family institutions, temples, mosques, schools, etc. These institutions have a role that is related to local development activities. Therefore, building understanding in the development process that is in the same direction will enable good coordination in development activities for each aspect.

Group 3 The local general public. It is also as important to build understanding of this group as the other two groups in the process of strengthening the community because this group is a large group and an important target group for development at the community. The more understanding of the group, the faster the development toward the goal.

3. The importance of the situation that leads to coordination of social institutions in strengthening the community. This refers to the economic downturn in 1996 that affected the way of life of the people down to the grass root level in communities in the southern border provinces. The results of this situation indicated the importance of development that focused on strong communities that resulted in sustainability in many aspects: This includes cultural identity of the community that remains for the next generations. Expression of independence of the community from the influ-

ence of consumerism and maintains the good culture of helping each other in the community without competing for resources that leads to conflicts between individuals/groups in the community. Decreasing environmental deterioration resulted from using technology without selecting only that that is suitable for the community. Last, creating social atmosphere so that people in the community live together in unity and peace. These results can be summarized in the chart below.

This chart shows the results taking place in the process of strengthening the community through local social institutions and working together under the same conceptual framework and the same understanding that result in a positive circle that is an ultimate goal of strengthening the community.

4. Responsibilities of social institutions and developmental relationships between them. Assigning the role and responsibility to social institu-

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       5    ┌─────────────────┐
            │ Free from influence
            │ from other countries
            │ and      maintaining
            │ community identity

  4                              1

 ┌──────────┐ ┌─────────────┐  ┌──────────────┐
 │ Strong and│ │ Development │  │ Production based
 │ self-reliant│ │ process   to│  │ on    community
 │ community that│ │ strengthen the│  │ value and culture
 │          │ │ community   │  │
 └──────────┘ └─────────────┘  └──────────────┘

   3                    2

 ┌──────────────┐    ┌──────────────┐
 │ Able to meet basic│    │ Decrease in
 │ needs and people are│    │ competition for
 │ the center of │    │ resources,
 │ development  │    │ undamaged
 │          │    │ environment and
 └──────────────┘    └──────────────┘
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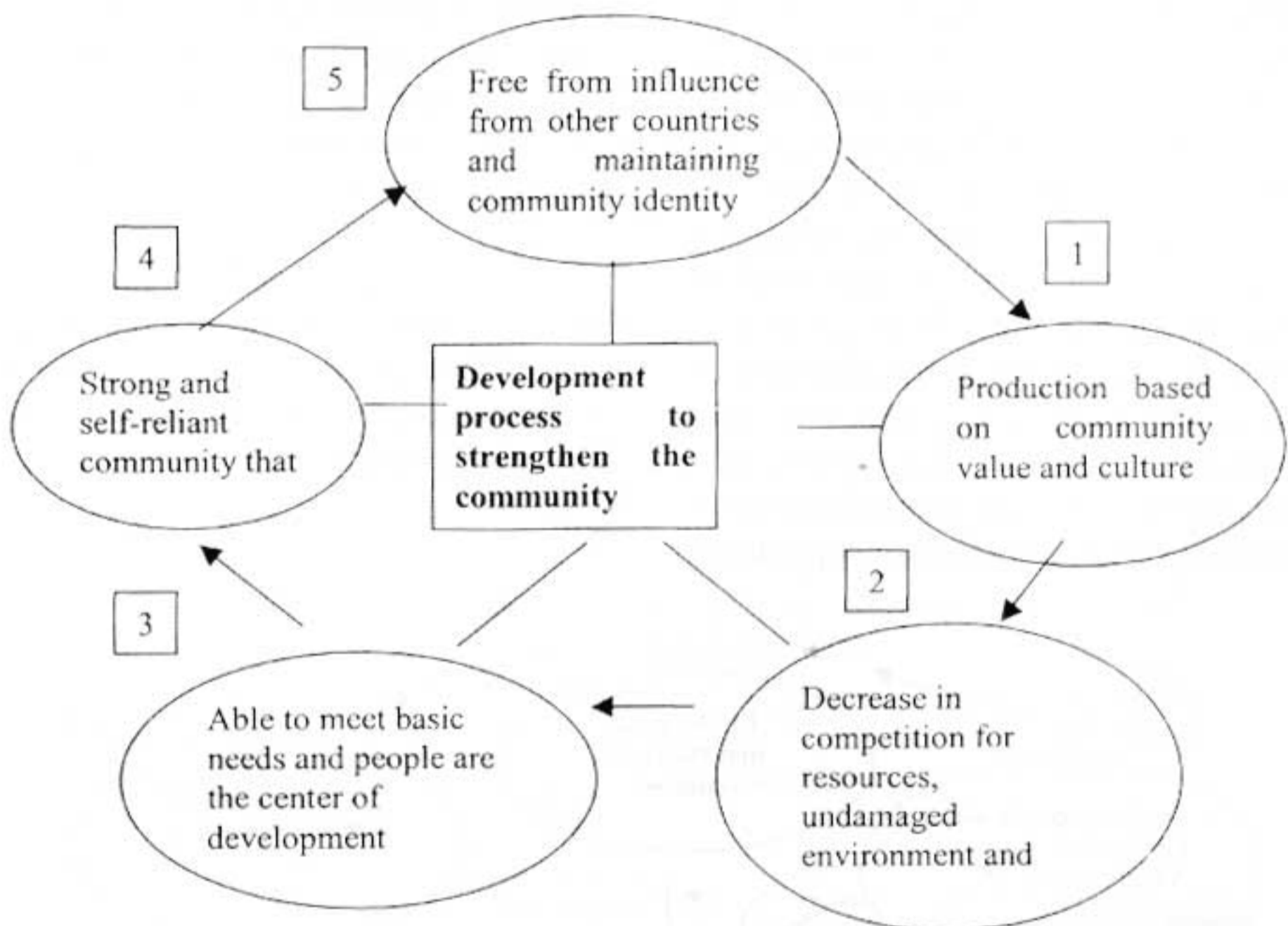
tions according to development to strengthen the community, especially in the process of coordinating social institutions to work together with unity and unification can be done with the following details:
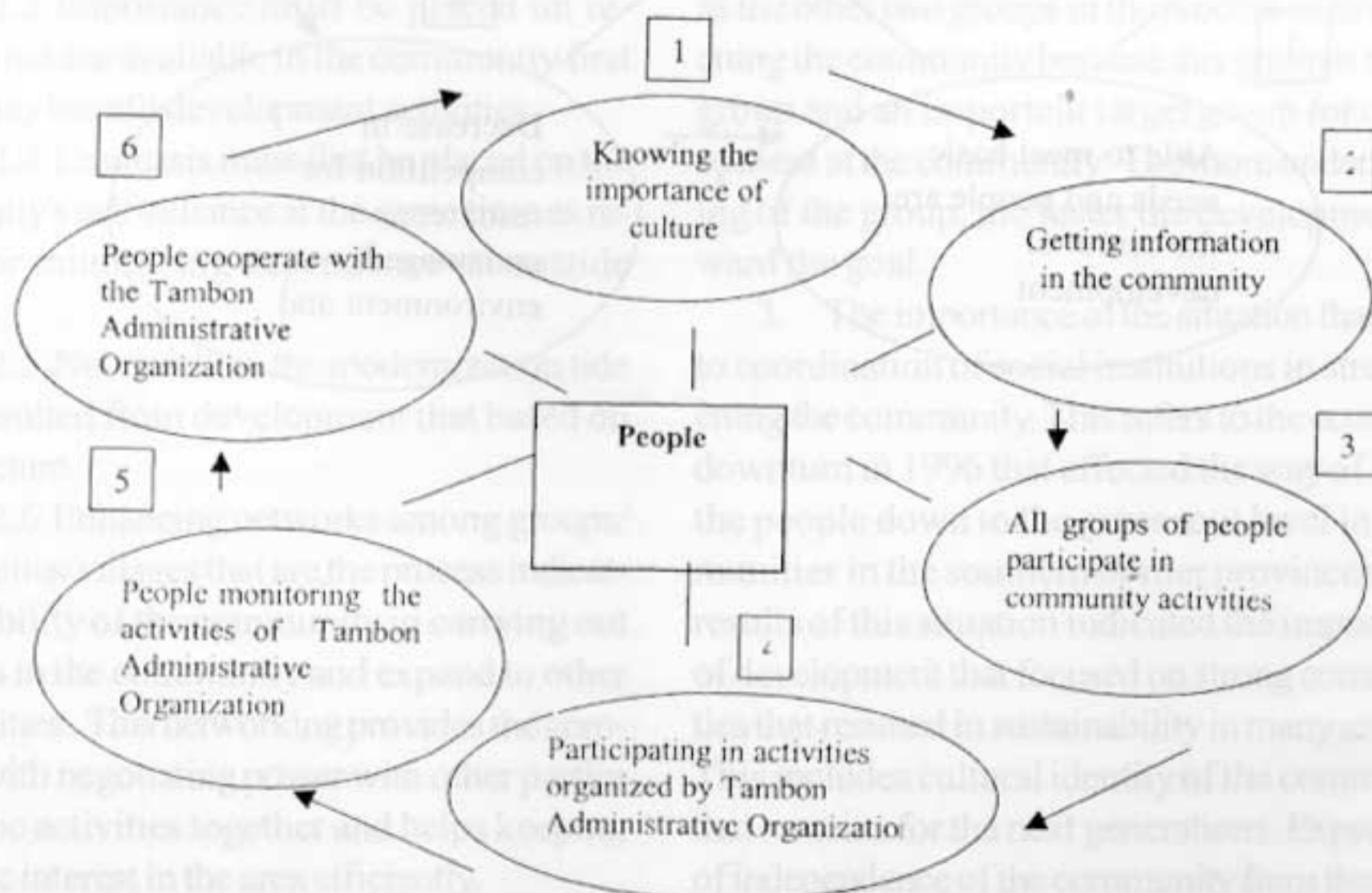
4.1 Each social institution is to have responsibility assigned and expected by society. That is to say that the social institution must learn, carry out its responsibility and maintain its role and rights. It is not supposed to follow the changing environments or value of modernization or consumerism. This means that family institutions must provide warmth and love to family members and teach them the social rules. Religious institutions must carry out their responsibility in controlling society and assigning moral for society so that it is peaceful and leads to good mental health and good relations between religion and society so as to lay foundation for social prosperity, promote social solidarity, reduce and eliminate social problems. Political institutions at the local level such as the Tambon Administration Organization must maintain its responsibility under the philosophy of democracy that emphasizes decentralization so as to promote people participation in public administration that is transparent and

accountable. This can be seen at present where good governance is emphasized. These are only examples that show the role and responsibility that will lead to social equilibrium. This means that the community will be sustainable and strong.

4.2 The role and responsibility of each social institution must be connected to the development process in strengthening the community. That means importance is placed to community culture, community resources and people in the community.

4.3 Adjusting the role and responsibility of each institution so that it is connected and coordinating with other institutions through reducing its self-centeredness. This is in order to create good relations in the process of coordinating to strengthen the community with the ultimate goal of being strong and with sustainable self-sufficiency.

5. Role of people at the household level. People in the community are a very important component that makes the process of coordinating social institutions to strengthen the community for the people effectively. The following steps should be followed.

1 Knowing the importance of culture

2 Getting information in the community

3 All groups of people participate in community activities

4 Participating in activities organized by Tambon Administrative Organization

5 People monitoring the activities of Tambon Administrative Organization

6 People cooperate with the Tambon Administrative Organization

People

The above diagram shows the connection of the people component in the community that must take part in the process of strengthening the community. It shows that knowing the importance of local culture and traditions is the first condition that is needed from the local people and their leaders to support the local leading core. In particular, related social institutions must understand and have reasonable appreciation of the importance of the local culture. After that information about the community has to be disseminated to all groups and levels of people. Participation in development activities organized by the Tambon Administration Organization or other social institutions will be able to proceed according to the suitable development direction. Monitoring the work and cooperation with the Tambon Administration Or-

ganization in all development activities to strengthen the community should be carried out. The main point of this process is the relationship between people and the Tambon Administration Organization or other social institutions in community development under the concept of people participation as detailed to some extent under the topic on doing activities for community development.
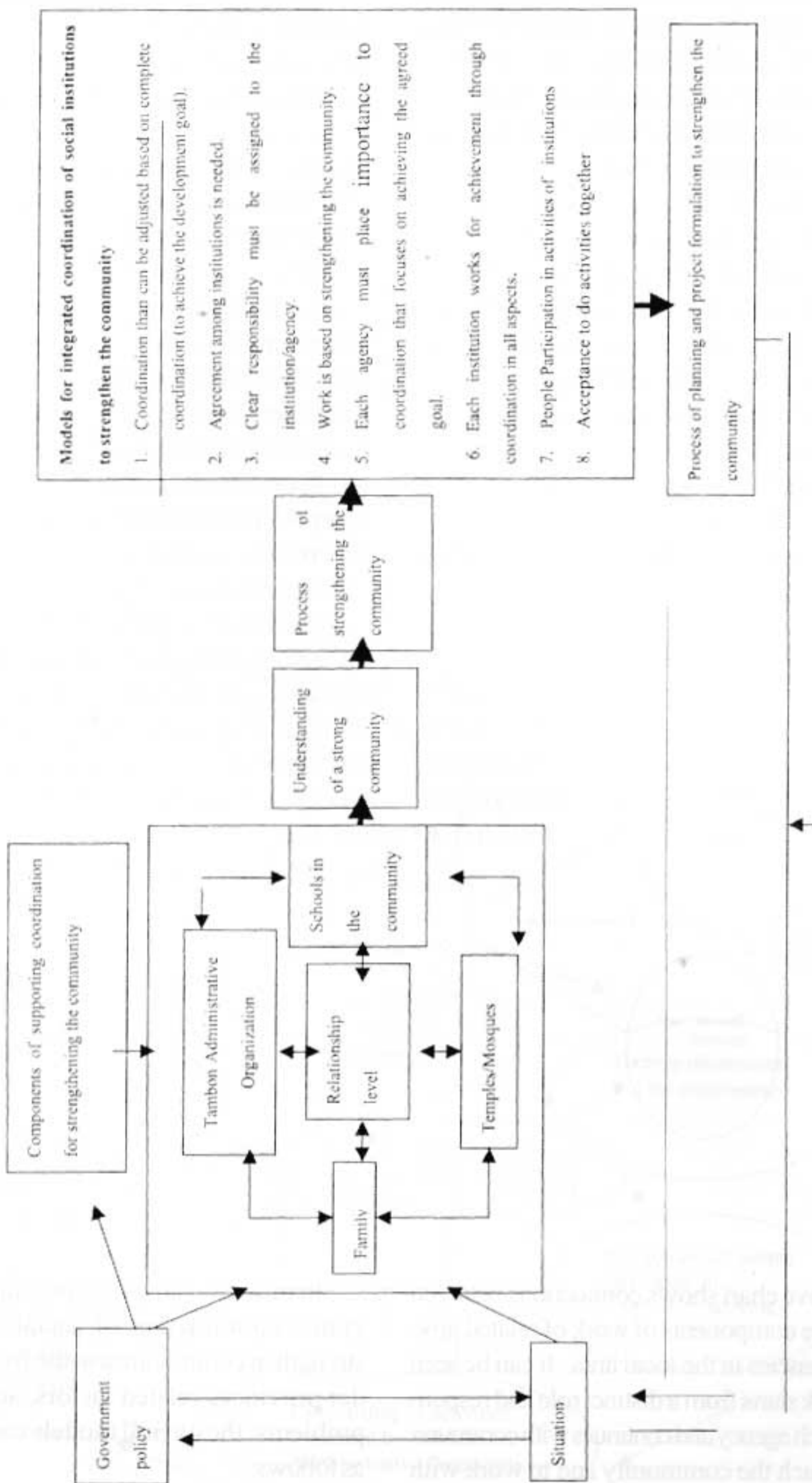
6.   Factors in other related government development sectors at the local level includes other related government agencies in addition to the already mentioned social institutions such as those in public health, community development, social work, etc. Therefore, these agencies must also carry out their work according to the following procedure.
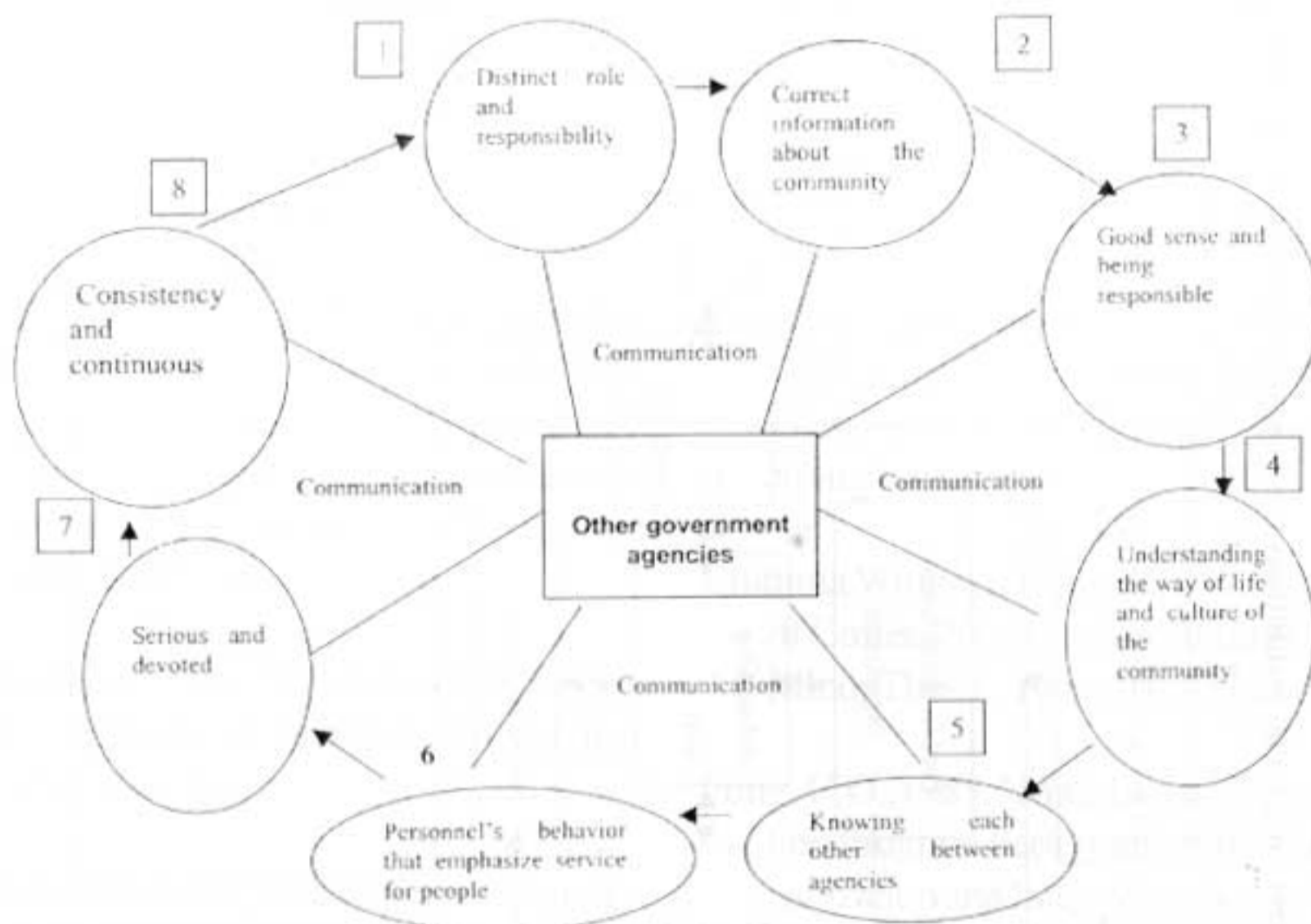
The above chart shows connections between steps that are components of work of related government agencies in the local area. It can be seen that the work starts from a distinct role and responsibility of each agency and continues with communication to reach the community and to work with other agencies smoothly and in the same direction.

In order to show the continuity of the integrated coordination of social institutions to strengthen communities in the five southern border provinces related factors, and solutions to problems, the overall models can be presented as follows:

Models for coordinating social institutions to strengthen the community in the Five Southernmost Provinces of Thailand

Components of supporting coordination for strengthening the community

Government policy

Situation

Tambon Administrative Organization

Schools in the community

Relationship level

Temples/Mosques

Family

Understanding of a strong community

Process of strengthening the community

Models for integrated coordination of social institutions to strengthen the community

1. Coordination than can be adjusted based on complete coordination (to achieve the development goal).
2. Agreement among institutions is needed.
3. Clear responsibility must be assigned to the institution/agency.
4. Work is based on strengthening the community.
5. Each agency must place importance to coordination that focuses on achieving the agreed goal.
6. Each institution works for achievement through coordination in all aspects.
7. People Participation in activities of institutions
8. Acceptance to do activities together

Process of planning and project formulation to strengthen the community

The above chart shows the connections between the components, the process, and the models for coordinating social institutions to strengthen communities in the five southern border provinces. In practice, Tambon Administration Organizations as local administration agencies that are closest to people and other institutions in the communities must act as the central core to coordinate all institutions in the community to cooperate in development. The six components are guidelines for planning or making projects. In addition, in order to work toward the same direction, media that are manuals for strengthening the community should be made as an important tool that links the policy and implementation appropriately. Local institutions /agencies use the manual as guidelines in development for strengthening the community and to achieve the goal in strengthening local communities extensively.

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