

The Role of the Community Leaders in Tambon Sakoo, Amphoe Suwannaphum, Roi-Et Province during 2013 – 2015

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) เพื่อศึกษาบทบาทของกำนัน ผู้ใหญ่บ้าน (หมู่ 14) ในการพัฒนาตำบลสระคู อำเภอสวรรณภูมิ จังหวัดร้อยเอ็ด ภายใต้พระราชบัญญัติสภาตำบลและองค์การบริหารส่วนตำบล พ.ศ. 2537 (รวมทั้งแก้ไขเพิ่มเติมฉบับที่ 3 พ.ศ. 2542) ระหว่างปี 2556 ถึงปี 2558 2) เพื่อศึกษาการประสานและปฏิบัติงานร่วมกันของกำนัน ผู้ใหญ่บ้าน (หมู่ 14) กับองค์การบริหารส่วนตำบลสระคู อำเภอสวรรณภูมิ จังหวัดร้อยเอ็ด ระหว่างปี 2556 ถึงปี 2558 และ 3) เพื่อศึกษาปัญหาและอุปสรรคในการประสานและปฏิบัติงานร่วมกันของกำนัน ผู้ใหญ่บ้านและองค์การบริหารส่วนตำบลสระคู อำเภอสวรรณภูมิ จังหวัดร้อยเอ็ด ระหว่างปี 2556 ถึงปี 2558 ซึ่งเป็นการศึกษาวิจัยเชิงคุณภาพโดยผู้ศึกษาได้รวบรวมข้อมูลทั้งหมดด้วยการศึกษาจากเอกสารและข้อมูลจากการสัมภาษณ์ แล้วนำแนวคิดและทฤษฎี ตลอดจนงานวิจัยที่เกี่ยวข้องมาทำการทบทวนวรรณกรรม และนำกรอบแนวคิดมาอธิบายบทบาทของกำนัน ผู้ใหญ่บ้านในการพัฒนาท้องถิ่น

ผลการวิจัยพบว่า กำนันตำบลสระคูและผู้ใหญ่บ้านบ้านหนองหว้า (หมู่ 14) (1) มีบทบาทในฐานะตัวแทนอำนาจรัฐโดยประสานงานกับองค์การบริหารส่วนตำบลเป็นหลัก ส่งเสริมให้เกิดประชาคมในพื้นที่ เพื่อจัดทำแผนพัฒนาในฐานะกรรมการหมู่บ้าน ประชาสัมพันธ์และทำความเข้าใจการใช้กลไกประชาคมเพื่อเป็นการแลกเปลี่ยนประสบการณ์กับปราชญ์ชาวบ้าน ส่งเสริมให้เป็นสมาชิกกลุ่มอาชีพ ใกล้เคียงความขัดแย้งเกี่ยวกับการจัดการทรัพยากรธรรมชาติและสิ่งแวดล้อม และนำโครงการเศรษฐกิจพอเพียงมาเป็นส่วนหนึ่งในการขับเคลื่อนอัตลักษณ์ในฐานะนักพัฒนาให้สอดคล้องกับหลักการที่ตนเห็นว่าสำคัญในการพัฒนาหมู่บ้าน เช่น การหาตลาดให้กลุ่มอาชีพ การส่งเสริมภูมิปัญญาท้องถิ่น การส่งเสริมให้เกิดเครือข่าย การศึกษาดูงาน การเสริมสร้างความเข้มแข็งให้ชุมชนผ่านศูนย์เรียนรู้ชุมชน และงานประเพณี (2) ประสานและปฏิบัติงานร่วมกันกับองค์การบริหารส่วนตำบล ในฐานะผู้กระจายข่าวสารเกี่ยวกับโครงการพัฒนาต่างๆ เช่น โครงสร้างพื้นฐานจัดประชาคมหมู่บ้านเพื่อรับทราบความเห็นในการดำเนินโครงการ โครงการเชิงสวัสดิการสังคมสงเคราะห์และส่งเสริมอาชีพ และริเริ่มของงบประมาณ เช่น การพัฒนาลำน้ำ (3) พบว่าองค์การบริหารส่วนตำบลไม่เปิดโอกาสให้มีส่วนร่วมในการจัดทำแผนพัฒนาท้องถิ่นและการจัดสรรงบประมาณ

คำสำคัญ : บทบาทในการพัฒนา, การประสานงาน, ปัญหาและอุปสรรค

ABSTRACT

This qualitative study aimed to 1) the roles of the sub-district headman and the village headman (Ban Nongwa) in developing Tambon Sakoo in Amphoe Suwannaphum, Roi-Et province following the Act of Sub-District Council and Sub-District Administrative Organization B.E.2537 (including the 3rd revision of the act of B.E.2542) during a period of 2013 - 2015; 2) the cooperation between these community leaders and the Sakoo Sub-district Administrative Organization during the same period; and 3) inspect the problems and obstructions in the cooperation between the community leaders and the organization. The data was

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collected from the related documents and the interview. The previous research papers were analyzed to construct the concept and framework to describe the roles of the community leaders.

The findings affirmed that 1) the sub-district headman and the village headman (Ban Nongwa) takes their roles as the state agent to cooperate with the sub-district administrative organization to strengthen the community mechanism, design the community development plan, promote the community mechanism amongst the members and encourage them to learn from the local wisdom elites, encourage the members to join the career promotion group, terminate the conflicts over the community natural resource and environment management; using the sufficiency economy projects to promote the community's identity, apply their ideas to develop the village with different activities e.g. finding the markets for the career promotion group, promoting the local wisdom, constructing the community network, offering the educational trip, empowering the village with the community learning center, and supporting the local traditions; 2) they also cooperate with the sub-district administrative organization and providing the information about the community development projects e.g. developing the infrastructure, doing the public hearing for the projects such as the local welfare, career promotion, and budget initiatives for the river development; and 3) the sub-district administrative organization does not allow these community leaders to join the making of the community development plan and budget distribution.

Keywords: Role of Community Development, Cooperation, Problem and Obstruction

Introduction

The Local Administration Act B.E. 2457 evidently states that the sub-district headman and village headman, a representative of their sub-district or village are assigned to look after their people and coordinate with the government organization and the local administrative organization in which these community leaders are the one with a closet relationship with the local people. Moreover, they personally volunteer to be in their position by winning the vote from the majority of the community members which is formally appointed by the government to perform their duty under the Local Administration Laws and the intention of the local people within the community where they are in charge of. Indeed, the Local Administration Act B.E. 2457 clearly defines 8 missions that these community leaders are required to carry them out including: (1) Using legal power to govern the people, solve the problems, and create prosperity for the community; (2) Reporting any of unusual situations within the community to the governmental sectors to maintain the whole community in peace; (3) Communicating the useful news and information from the

governmental sectors to the people; (4) Making the community's registration to clearly perceive what happens in the community; (5) Managing the missions for public benefits; (6) Preventing any of contagious diseases; (7) Maintaining the public order and performing a proper hygienic management; and (8) Taking care of all cases to suppress the offenders from committing crimes (Department of Provincial Administration, 2012: 47-52). Despite the specific determination, these missions or roles have been constantly changed. Particularly from a mid-period of 1987s to the present time, the roles of the community leaders have seemed to be less important due to the power decentralization policy in which the government power has been completely transmitted to the local administrative organizations. Consequently, the sub-district headman and village headman were mechanically dismembered from the sub-district administration council and could not be voted a chairman of the council right after the Determining Plans and Process of Decentralization to Local Government Organization Act B.E.2542 has been officially announced and fully reinforced (Aphai Posri, 2007: 3)

In spite of the act, some of sub-district headman and village headman are still trying to maintain their position as the community leaders and a positive relationship with the sub-district administrative organizations by showing off their outstanding and practical policies. In fact, these community leaders are the key person to practically strengthen an economic system with the community so that the members can independently stand on their own feet; for example, the sub-district headman and village headman in Tambon Khumyuam, Maehongson province that adjusted themselves very well under the Act of Sub-District Council and Sub-District Administrative Organization B.E.2537, so that they still take a lead in implementing the concept of Sufficiency Economy as well as upgrading the environment within their responsible area with their certain operational plan e.g. offering more channel for the local people to earn their living and more opportunities for their children's education, saving the youth from drugs (Somnuk Kamjainak, 2009: 2-3)

As previously discussed, these phenomena significantly mark that despite the power decentralization, some of the sub-district headman and village headman have changed themselves as the community leaders to prove that their roles are dependent from other local organizations. That is, they try hardly looking for an approach that connects different sectors together for strong working coordination. To do so, these leaders may need support from the village committees or any other associated community enterprises to push forward the community to achieve a better stage. At this point, The Order of Ministry of Interior B.E.2551 states that the village commission should be responsible for 1) Supporting the village headman with useful suggestions and consultation regarding any missions under their duty and perform their duty following the government laws and orders, the district chief's assignment, and as requested by the village headman; 2) being the key sector to create the village's development plan and cooperate with other associated organizations to manage any of the

missions within the village (Sunthonchai Chopyot, 2011 : 121-122)

Based on a causal talk with the local people, the researcher noticed that the sub-district headman and village headman in Tambon Sakoo are still the key person for the community development in addition to their cooperation with the sub-district administrative organization to terminate the problems within the community including poverty, household debt, and shortage of farmland. At meantime, the sub-district headman are able to perform their prominent role in many activities such as forming the elderly club, trading the land for the community's hall construction, forming the jasmine rice fund, promoting the composed and bio fertilizer production, planting for soil fertility maintenance, educating the members about getting a proper career and assigning jobs for the parents of the children in the community, suppressing the use of drugs and terminating a conflict amongst the members. In the same vein, the village headman of Ban Nongwa village (Mu14) also shows off his outstanding performance e.g. encouraging the member to join the saving for the production group, support the village funding management, motivate the members to join in different community enterprise groups with specific activities within the village e.g. Community's shop, the pelleted bio-fertilizer production house, the community's rice bank, the community rice mill, brown rice mill, and rice-contaminant screening house. Unfortunately, the local people yet mention the conflict between the community leaders and the Sakoo SAO in which both parties push away some missions they are not in charge of to one another. More importantly, the SAO does not allow the community leaders to participate in the making of the community development and budgeting plans.

Objectives of Study

1. To explore the roles of the sub-district headman and the village headman (Mu14) in developing Tambon Sakoo in Amphoe Suwannaphum, Roi-Et province following the Act of Sub-District Coun-

cil and Sub-District Administrative Organization B.E.2537 (including the 3rd revision of the act of B.E.2542) during 2013 – 2015

2. To investigate the cooperation between these community leaders and the Sakoo Sub-district Administrative Organization during 2013 – 2015.

3. To inspect the problems and difficulties in the cooperation between the community leaders and the organization during 2013 – 2015.

Scope of Study

This study was conducted in order to explore the roles of the sub-district headman and the village headman (Mu 14) in developing Tambon Sakoo in Amphoe Suwannaphum, Roi-Et province following the Act of Sub-District Council and Sub-District Administrative Organization B.E.2537 (including the 3rd revision of the act of B.E.2542) during 2013 – 2015 by deeply looking on the role of these community leaders in developing the community, the associated conditions and effective factors with some impact on their role in developing, coordinating, and co-working and any possible problems and difficulties found in the local community development plan.

Research Methodology

To clearly understand the roles of the sub-district headman and the village headman (Mu 14) in developing Tambon Sakoo in Amphoe Suwannaphum, Roi-Et province during 2013 – 2015, the research methodology was consisted of two techniques as below.

1. Document study

1.1 Any of the conceptual frameworks and theories concerning the roles, duties, leadership of the community leaders, as well as the government power decentralization to local community.

1.2 Any of the orders and regulations under the Ministry of Interior concerning the requirement of the village commission and the missions of the village committees.

1.2.1 The Act of Sub-District Council and Sub-District Administrative Organization B.E.2537 (including the 3rd revision of the act of B.E.2542) and the Local Administration Act B.E.2551 (the 11th revision).

1.2.2 A compilation of articles, research papers, theses mentioning any results regarding the role of the sub-district headman and village headman in Thailand.

2. An in-depth interview was used as the key resource for the data collection.

2.1 An interview with different groups of key informants as listed below.

2.1.1 Sakoo sub-district headman and Nongwa village headman (Mu14)

2.1.2 The Sakoo SAO's boards and members.

2.1.3 The authorities in charge of the village development plan including Buddhist monks, teachers, elderlies, and philosophers.

The difference amongst these 3 groups of key informants was that the first two groups consisted of those who were voted by the community members to be their representatives to push forward the community development plan but the third was a group of common members who are knowledgeable, not a representative of any member.

In particular the researcher gave the first priority to the in-depth interview form together with the focused-group discussion in which the participants were the members of Ban Nongwa, Tambon Sakoo (Mu14). Each participant was asked to take an interview only once.

Data analysis

All data was collected from the document study and interview whereas the key concept was derived from the literature review on the community leader's role, duty, and leadership, as well as the power decentralization to local community. The data was finally analyzed and summarized following the objectives of this study.

Research Conceptual Framework

The ideas from the literature review on the supportive theories and research paper was used to construct the conceptual framework in order to describe the main purpose of this study. In this regard, a concept of "ROLE" defined by Summa Rotnit (2010: 26) was applied for the data analysis in which it describes that "Role" is what an individual on specific position is obliged to perform and that role should be acknowledged and understood between that individual and others in which the individual's status will define what he has to do. In return, role can define an individual's status as well. Accordingly, "Role" is an act that each individual plays out as he was assigned or in charge of in which that role may rely on his position. Above all, that role must be socially acceptable.

Conclusion

As previously mentioned, Sakoo sub-district headman and Ban Nongwa village headman (Mu14) had their roles in developing the community as listed below.

1. The role of the people's representative assigned with the government power.

These sub-district headman and village headman basically take different roles in pushing the government policy into practical implementation by holding a public hearing within the village to educate the members with critical thinking skill and this activity should be based on the key concept of democratic system and the cooperative working.

2. The role in settling down (terminating) the conflict over the community environment and resource issues.

The sub-district headman and village headman are assigned to terminate the conflict that possible happen over any issues e.g. preventing the deforesting acts on Payung tree (Siamese Rosewood) within the public forest in which these community leaders recruit for the volunteer to observe and detect any of deforesting acts as well as cooperating with the local police officers to suppress the offenders.

3. The role as the member of the village commission.

These community leaders, by their position, are commonly the members of the village commission and in charge of designing the community development plan. Practically, the village headman will firstly define a critical issue e.g. what the member need or the problem and difficulty they are faced with as the general information. This information will be later analyzed to design a proper developmental project or the village development plan.

4. The role in operating the missions following the concept of Sufficiency Economy.

The sub-district headman and village headman notice that the Sufficiency Economy is the guide to the community-based development in which the community will be like the learning center for the actual practice and life sustainability.

5. The role in promoting different community enterprise groups for any beneficial activities.

Actually, there are a number of the enterprise groups financially supported by the village mutual fund that activates the funding circulation within the village.

6. Promoting a strong network amongst the community member's network

The sub-district headman and village headman regularly take their community members on the field trips to visit several districts e.g. Kasetpisai district in Roi-Et province or other provinces e.g. Surin so that the members could explore some newly useful methods from the other districts.

7. The role in strenghtening the community bond.

The village headman (Mu14) agrees that one of the key factors to the succesful community development is to implante the people with a good heart and keep them ton the right path of morality so that they could be a quality human resource for the commuity. This may be done through different kinds of activities e.g. a traditional promoting activity, etc.

In cooperation with the Sakoo SAO, the community leaders jointly define the development plan and policy on 5 key issues as follows: 1) *Basic Infrastructure*: the leader acts as the project manager to carry out the missions on the community's infrastructure development plan as suggested at the meet with the other committees and correctly inform all the news and information to the community members; 2) *Society and Economy*: the community leaders promote the labor-skill training program for those unemployed members so that they would be skillful and capable to earn their livings and increase their income to reduce the poverty and unemployment rates; 3) *Education, Religion, Culture, and Sport*: The villager headman of Ban Nongwa (Mu14) takes his role as a coordinator with other associated organizations to carry out several missions e.g. providing an informal school for the uneducated members so they could own their educational certificate formally accredited by Ministry of Education that can be used for their job application or a higher education. He also meets up with the Buddhist monks and other villagers to support the temple's businesses by assigning each member with a particular job: 4) *Agricultural Activity*: Sakoo sub-district headman and Ban Nongwa village headman (Mu14) cooperate in motivating their people to grow the domestic vegetables and crops at their houses e.g. lime, papaya, chili, and Thai eggplant as well as planting more trees around the Sakoo sub-districts such as coconut, Payung (Siamese Rose Wood), Yang, etc. Furthermore, these community leaders co-work with Sakoo SAO to grow trees annually; meanwhile the village headman takes an important role in informing his people with useful information for the good-quality rice, finding the market for the member to trade their rice, as well as cooperating with the SAO to educate the members about the land preparation for the next planting season and keep them from doing any activity that may cause pollution and contaminate the soil; 5) *Public Health Service*: Sakoo sub-district is voted a role-model of health care fund management by offering a variety of useful activity in

which the public service and funds can be equally accessible for all members e.g. The Opisthorchis Screening Clinic, The Village Health Volunteer Service that Ban Nongwa village headman carefully qualifies from the well-trained health care staffs and provide them with the a training program to improve their performance to catch up with the current situation.

The mutual coordination and co-working has been often found problematic between the community leaders and the Sakoo SAO in which both parties usually misunderstand about the roles and scope of their works. Besides, the SAO does not allow these community leaders to participate in designing the local community development and budgeting plans and it was sometimes resulted as an ineffective solutions that could not terminate the problem as expected.

In spite of the conflict, the in-depth interview with Ban Nongwa villagers yet indicates that they are expecting their leaders to seriously take role in developing the community and putting an end to all of the problems, especially the serious ones e.g. finding a fresh water resource for the quality water supply around the village which could be a key mechanism to promote an employment rate and income within the area.

Discussion

The conclusion formerly stated finely affirms the significant role of the sub-district headman and the village headman (Mu14) in Sakoo sub-district, Suwanaphum district, Roi-Et province.

The reinforcement of the Act of Sub-District Council and Sub-District Administrative Organization B.E.2537 concerning The Regional and Local Government Organization and the Constitution of Kingdom of Thailand B.E.2540 mark the birth of the SAO with strong impact onward the sub-district headman and village headman. That is, the role of these community leaders becomes unimportant and limited to only the government staff responsible for maintaining peace and security within the community or any duties as

mentioned by laws. Differently, the SAO board is the key person to push forward the local community development plan on the economy, society and culture, promotion on work opportunity and the community enterprise groups with particular activities, and facility management to serve the local people. Therefore, these two parties are the government authority with completely different missions and dependent from one another. This statement is corresponding with a previous study by Nakharin Mektrairat and his colleagues (2003: 1) affirming that it was broadly agreed by several parties that the role of the sub-district headman and village headman is extendable depending on any changing situations. To be exact, they are engaged in the missions under different government organizations in addition to working for the Department of Provincial Administration, ministry of Interior as usual. They partly act for local people, government organization, and politician. However, a status "semi-government officer" of these community leaders, as in the past, could not go along with the economic and political changes and did not support the scope of new missions. Besides, their previous role did not meet the current expectation of the community member because the members are lately expecting their leaders to strengthen the economic system within the community and push them toward a better life quality. For that reasons, the sub-district headman and village headman recently need to work together and there are now many missions that they both have to directly support each other so their relationship becomes positively stronger. Still, this claim is contrast to the outcome from Aphai Posri (2007: 3) whose study was to explore the effect toward the role of the sub-district headman and village headman in Tambon Bannon, Sumsung district, Khon Kaen where he claimed that the announcement of the government power decentralization act was resulted as the conflict over the overlying roles between the community leader (by the Local Administration Act B.E.2457) and the SAO (by the Act of Sub-District Council and Sub-District Administrative

Organization B.E.2537) that finally ended with disconformity between those two parties. The worst was that both of them deny being responsible for solving the public problems.

In spite of that contradiction finding, the community leaders in Sakoo sub-district still take their major role in community development by forming several enterprise groups of the members for different activities, looking for the market and promoting the member's local products and crops to the public, leading the people in renovating the landscape around the village, and being the key person to carry out all traditional and cultural activities in the village. Moreover, they coordinate with the SAO for the use of fresh water from Nam Seo River for the daily consumption in the village. This is similar to a study by Sareeya Wilaipong (2008: 10) on the change on the role of the sub-district headman and village headman in Saraphi district, Chiang Mai province, according to the Local Administration Act B.E.2551 (the 11th revision) where she found changes within the career promotional structure for the sub-district headman and village headman in which a village headman will be usually elected by the villagers and a sub-district headman will be voted by the village headmen from all villages in the district and they will stay in the position for 60 years before their retirement. In their perspective, these community leaders, the government officers, and local people agreed that the sub-district headmen should be elected by all villagers within the district as it used to be in the past. Still, an argument could be found on some details concerning the qualification for the position.

Correspondingly, the community leaders, government officers, and local people also agreed that the sub-district headman and village headman should take their role only at the regional level, not the local one and only the community leaders admitted that a position holding period of the community leaders and the SAO's board was suitable. The village headman claimed that the other four activities belong to the sub-district headman and there was one that

they both should cooperate to carry it out.

As a consequence, it can be surely affirmed that these community leaders (sub-district headman and village headman) are responsible for the following missions as listed below.

1. The community leaders are a member of the village commission; meanwhile, the community development plan is based on the government policy heading on to the same direction. Any of the public projects or activities must be managed following the majority vote or the resolution from public hearing. All different opinions should be granted under the democratic system and the purpose of each project should be properly explained to the local people. They also cooperate with the SAO for the approval on each project and budgeting. In case of insufficient budget, these community leaders have to discuss with their members to look for any available financial support from either mutual funds or the profit from the annual charity events to support the projects.

2. The economic development: the community leaders are the key person to form the community enterprise groups within the village e.g. community's shop, Community Rice Production Group, Group for Pelleted Bio-Fertilizer, Saving for Production Group (SPG.), etc. They also look for the market to promote the community's product to the public, practically apply the Sufficiency Economy Philosophy for the cost reduction within the community. These leaders help the members invent the rice planting machine for the labor-cost reduction and time-saving by shortening the rice growing period with an environmental-friendly technique, as well as encouraging the members to grow vegetables and crops or to raise some kinds of domestic animals at their houses such as frog, fish, eggs, mushroom, etc.

3. The conflict settlement: The community leaders are the key person to terminate the conflict within the community concerning the local environmental resource conservation, the public forest intrusion, and deforestation of the Payung (Siamese rose

wood) in the public forest. In this regard, the meeting will hold for all members to recruit the volunteer to watch over the public forest in association with the SAO, the district office, local police officers, and the army. To be exact, the barbed wire was used to encircle the public forest as the photo and the diameter of the Payung were also recorded for the plant registration by the Department of Forestry by reason of the rare plant conservation.

4. A position holding period: By the fact that the community leaders can hold their position until they turn 60, they are able to better carry on the missions with more positive association with other organizations since they have to meet each other more often. In general, a leader won by the popular vote from the majority of the community member has been proved as the one that most of the people put their trust on him and his desirable qualification that can lead the community toward prosperity. Undoubtedly, the leader with strong will should be more capable to fully and continually keep pushing forward the missions to the success. On the contrary for a 5-year of the position holding, if an incapable or younger one who usually think of their own benefits, not the public advantage, was voted the community leader, the administration process will be certainly ineffective and may end with critical conflicts, unsolved problems. There would be more of disadvantages. In a long term, this kind of administration would go completely wrong and unproductive since it was led by a selfish leader. As long as this process keeps going, it would gradually be more difficult for other candidates to compete with this leader while he is remaining in his position. This negative finding was similar to what Sunthonchai Chopyot (2011: 121-122) found in this study that the sub-district headman and village headman attuned their working styles to suit the government power decentralization in 3 main issues including (1) *Administration*: the extent of the community leader's authority was renewed to be more corresponding, cooperative, and supportive for the local people in the village in association with the

local administration organization; 2) *Treasury*: Allowing the treasury section to work independently is the key factor that facilitate the SAO to earn sufficient revenue to manage the missions in order to correctly solve the problem following the expectation of the local people; 3) *Politics*: the decentralization of political power explicitly allows both the representative and local people to be engaged more in managing their self-governance. Meanwhile, the sub-district headman and village headman become supportive to promote the people's participation, especially by organizing the public hearing to perceive the suggestions and feedback from the community members as well as giving an opportunity for both the governor and people to meet on another. Accordingly, the national politics is the effective factor that strongly influences the self-adjustment of the local community leaders

In term of the problem and difficulty in the cooperation between the community leaders and the SAO, the sub-district headman and village headman are usually kept away from the making of the community development plan and budgeting. Meanwhile, the insufficient budget is one of critical problems that slow down the project management due to the waiting for more financial support. This is similar to a study by Prapat Wongchompoo (2008) on the role of the local community leaders in Muang Chiang Mai district stating that eth sub-district headmen and village headmen are required to perform their role in serval missions as mentioned in the Local Administration Act B.E.2457 (plus the extensions); for example, governing the local people, presenting any of required report to the central government, announcing the government order to the local people, maintaining the public order. This can be referred to the role in coordinating with other organizations e.g. informing the member about what happen in their community, addressing their attitude toward the community development plan to the SAO's board, following up and observing the SAO's project management to ensure that they will be fairly managed following the intention of the local

people. Nevertheless, these community leaders still encounter with problematic coordination with the SAO since both of them often misunderstand about their separated duties, personal conflict, and ineffective cooperation system. More importantly, the community leaders are usually excluded from the budget and expense planning.

1. Suggestion and comment from the study are listed below.

1.1 The community development organizations should be more caring and supportive in finding the market for the local people to promote their products instead of letting them do it by themselves.

1.2 The sub-district headman and village headman should look for more channels to communicate with the members or holding a meeting to help them understand more about what happens in the community and there should be some technique for the follow-ups.

1.3 The marketing support has not been continually provided and some strategic advices for good practice should be suggested to the community members.

1.4 The local people's assemble are small and none of a network has been made with any nearby districts.

2. Suggestion for further study

Any of further study should specially explore the possible changes in the role of the sub-district headmen and village headmen in order to correspond to the political issues e.g. coup d'état, the relationship amongst the government, community, and market.

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