PROMOTING COMMUNITY ENTERPRISES IN THAILAND: CHALLENGES AND OPPORTUNITIES

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ABSTRACT

Objective: The study examines how policy implementation, policy network management, and capacity building can help promote community enterprises in Thailand.

Theoretical Framework: A theoretical approach has been used in this study. Concepts such as Small and Micro Community Enterprise Policies, Policy Networks, Policy Implementation, and Community Enterprise Management Potential have been considered.

Method: This qualitative study examined how policy implementation, policy network management, and capacity building can help promote community enterprises in Thailand. Several government agencies and community enterprises were interviewed for the research. While community enterprise promotion policies are widely supported, there are challenges in tailoring them to local contexts and ensuring effective collaboration among stakeholders. Bottom-up and context-sensitive policymaking is needed, as well as stronger interorganizational coordination and data sharing mechanisms.

Results and Discussion: The research highlights the importance of tailoring policies to local contexts, fostering collaboration among stakeholders, and addressing capacity building needs in a comprehensive manner to promote the success of community enterprises in Thailand. The findings offer guidance for policymakers and practitioners while also suggesting areas for further research to deepen understanding and inform future interventions.

Research Implications: This study contributes to a more nuanced understanding of what it takes to promote community enterprises in Thailand and offers valuable guidance for policymakers and practitioners working to support community-based entrepreneurship. The findings underscore the importance of context-sensitive policies, strong collaboration among stakeholders, and a holistic approach to capacity building.

Originality/Value: The study contributes to a nuanced understanding of what shapes community enterprise success in Thailand. This report offers policymakers and practitioners valuable insights into creating an enabling environment for community-based entrepreneurship.

Keywords: Community Enterprises, Policy Implementation, Policy Networks, Potential Management, Rural Development.

PROTOCOLOS DAS EMPRESAS COMUNITÁRIAS NA TAILÂNDIA: DESAFIOS E OPORTUNIDADES

RESUMO

Objetivo: O estudo examina como a implementação de políticas, o gerenciamento de redes de políticas e o desenvolvimento de capacidades podem ajudar a promover empresas comunitárias na Tailândia.


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Método: Este estudio cualitativo examinó cómo la implementación de políticas, el gerenciamiento de redes de políticas y el desarrollo de capacidades pueden ayudar a promover empresas comunitarias en Tailandia. Varias agencias gubernamentales e empresas comunitarias fueron entrevistadas para la pesquisa. Embora las políticas de promoción de empresas de la comunidad sejam amplamente apoiadas, há desafios em adaptá-las aos contextos locais e garantir uma colaboração efetiva entre as partes interessadas. É necessária uma formulação de políticas de baixo para cima e sensível ao contexto, bem como uma coordenação interorganizacional mais forte e mecanismos de partilha de dados.

Resultados e Discussão: A pesquisa destaca a importância de adaptar políticas a contextos locais, promovendo a colaboração entre las partes interesadas y abordando las necesidades de capacitación de forma abrangente para promover el éxito de empresas comunitarias en Tailandia. Los resultados ofrecen orientación a los formuladores de políticas y profesionales, al mismo tiempo que sugieren áreas para futuras investigaciones visando profundizar el entendimiento e informar sobre futuras intervenciones.

Implicaciones da pesquisa: Este estudo contribui para uma compreensão mais matizada do que é necessário para promover empresas comunitárias na Tailândia e oferece orientações valiosas para formuladores de políticas e profissionais que trabalham para apoiar o empreendedorismo baseado na comunidade. As conclusões sublinham a importância de políticas sensíveis ao contexto, de uma forte colaboração entre as partes interessadas e de uma abordagem holística ao reforço das capacidades.

Originalidade/valor: O estudo contribui para uma compreensão diferenciada do que molda o sucesso empresarial da comunidade na Tailândia. Este relatório oferece aos formuladores de políticas e profissionais conhecimentos valiosos sobre como criar um ambiente propício para o empreendedorismo baseado na comunidade.

Palavras-chave: Empresas Comunitárias, Implementación de Políticas, Redes de Políticas, Gestão Potencial, Desenvolvimento Rural.

PROMOCIÓN DE EMPRESAS COMUNITARIAS EN TAILANDIA: DESAFÍOS Y OPORTUNIDADES

RESUMEN

Objetivo: El estudio examina cómo la implementación de políticas, la gestión de redes de políticas y el desarrollo de capacidades pueden ayudar a promover empresas comunitarias en Tailandia.

Método: Este estudio cualitativo examinó cómo la implementación de políticas, la gestión de redes de políticas y el desarrollo de capacidades pueden ayudar a promover empresas comunitarias en Tailandia. Para la investigación se entrevistaron varias agencias gubernamentales y empresas comunitarias. Si bien las políticas de promoción de empresas comunitarias cuentan con un amplio apoyo, existen desafíos para adaptarlas a los contextos locales y garantizar una colaboración efectiva entre las partes interesadas. Se necesita una formulación de políticas desde abajo y sensible al contexto, así como mecanismos más sólidos de coordinación interorganizacional y de intercambio de datos.

Resultados e Discussão: La investigación destaca la importancia de adaptar las políticas a los contextos locales, fomentar la colaboración entre las partes interesadas y abordar las necesidades de desarrollo de capacidades de manera integral para promover el éxito de las empresas comunitarias en Tailandia. Los hallazgos ofrecen orientación para los formuladores de políticas y los profesionales, al mismo tiempo que sugieren áreas para futuras investigaciones para profundizar la comprensión e informar futuras intervenciones.

Implicaciones da Pesquisa: Este estudio contribuye a uma compreensão mais matizada do que se necesita para promover las empresas comunitarias en Tailandia y ofrece una valiosa orientación para los formuladores de políticas y los profesionales que trabajan para apoyar el emprendimiento comunitario. Los hallazgos subrayan la importancia de políticas sensibles al contexto, una fuerte colaboración entre las partes interesadas y un enfoque holístico para el desarrollo de capacidades.

Originalidade/valor: Los hallazgos de este estudio contribuyen a un creciente cuerpo de investigación sobre los desafíos y oportunidades asociados con la promoción del emprendimiento comunitario en comunidades rurales. Un estudio de investigación futuro podría explorar la dinámica de la colaboración interorganizacional, la efectividad de las estrategias de desarrollo de capacidades y el impacto del contexto local en el éxito de las empresas comunitarias.
1 INTRODUCTION

The grassroots economy relies heavily on community enterprises to strengthen economic foundations and reduce inequality. The Sustainable Development Goals (SDGs) of the United Nations and ASEAN countries are aligned [Community Enterprise Promotion Act, 2005: 1; Phongphit, 2009: 205-218; Community Organizations Development Institute (Public Organization), 2016]. Thailand's community enterprise promotion is governed by the Community Enterprise Promotion Act B.E. 2548 (2005) and its amendment in B.E. 2562 (2019). It is linked to the National Economic and Social Development Plan, the 20-Year National Strategy, and provincial and cluster-level plans. The government had sole authority over community enterprise policy management at the beginning, although it appeared to be a horizontal network structure. Resource scarcity, outdated information, a lack of skills among actors, and delays in coordination were among the problems. It is suggested that horizontal public governance and policy network concepts should be used to shift from vertical to horizontal network management. Nevertheless, caution should be exercised, since new forms of dominance may be hidden (Chhotray et al., 2009; Klijn & Koppenjan, 2015; Rhodes, 2012). The formation, interactions, and governance of community enterprise policy networks in Thailand have not been adequately studied. The majority of these studies focus on network management and the potential of community enterprises. Data from community enterprise assessments indicate that national-level policy networks must further integrate their work to enhance community enterprises' management capacity (Apornphisal, 2017; Sangayothin, 2021). Because of impractical conditions, budget limitations, and a lack of skills and knowledge among members, community enterprise groups in the Northeast region of Thailand, especially those with moderate and improvement-level potential, often have difficulty accessing government and partner organization support. The community enterprises themselves also face several problems, including registering to borrow money for other activities, waiting for government assistance without carrying out activities, inefficient management, a lack of motivation and shared ideology among members, and a lack of networking to draw upon...
resources. At the regional level, these issues reflect the readiness of members and the management of policy networks (Apornphisal, 2017a; Worachat, 2018; Laowtong, 2015).

This study was interested in studying the capacity building of community enterprise management by policy networks in the Northeast region at present, including network establishment, characteristics, actor interactions, governance, problems, obstacles, conditions, factors, and components leading to capacity building, as well as effective capacity building models at the regional level. A policy network is intended to provide guidelines for improving governance and public policy in a way that maximizes efficiency and effectiveness. Through this, community enterprises will have good management potential, standardized products and services that are widely accepted, and strong community economies that will become self-sufficient, leading to economic sustainability.

2 LITERATURE REVIEW

2.1 SMALL AND MICRO COMMUNITY ENTERPRISE POLICY:

In 1997, the Thai economy was severely affected by the Tom Yum Kung crisis and the government began restructuring the economy in accordance with the sufficiency economy philosophy. Government emphasized self-reliance and agricultural development. Self-reliance was proposed through the concept of new economic nationalism, promoting SMEs, developing Thai wisdom, and enhancing grassroots development. By combining traditional wisdom with modern technology and using diverse rural resources to create a stable rural economy, we can improve the quality of life of urban communities (Wongkul, 2002). The government also implemented the OTOP policy to encourage communities to produce goods for income generation. The majority of products, however, failed to meet market demands (Puangsaijai, 2008; Jirayukul et al, 2017). To solve these problems, the Community Enterprise Promotion Act (CEPA) was introduced in 2005 (Promchai & Suwanachote, 2011). A community that manages its capital efficiently will reduce expenses, create jobs, and generate income, enabling it to become self-sustaining. Natural capital, cultural capital, human capital, social capital, etc., are all considered community capital (Community Enterprise Promotion Act, 2005; Ramsay, 1996; Callaghan & Colton, 2008; Mattos, 2015; Kampod & Pongsata, 2022). The ability of communities to manage their capital wisely is critical to sustainable development in terms of economics, the environment, and social unity, as stated in Flora (2018). As a result of community capital, community enterprises promote self-reliance and community well-being.
Promoting Community Enterprises in Thailand: Challenges and Opportunities

(Sonsri, 2002; Division of Community Enterprise Promotion, Department of Agricultural Extension, 2019; Buratti et al., 2022; Peredo & Chrisman, 2006). Cooperatives are based on the pooling of capital in order to create self-sufficient organizations, while community enterprises are more concerned about managing biological, social, and cultural capital (Kenapoom, 2015).

A community enterprise concept has important characteristics related to strengthening the stability and strength of the grassroots economy. Essentially, it can be summed up as follows:

a) The concept of community economy emphasizes collaboration, income distribution, shared ownership, and the well-being of people in society (Phongphit, 2009; Natsupa, 2005). Academic works focus on driving the community economy through community enterprises (Giovannini, 2014; Jirayukul et al., 2017; Anusontphun & Leenawarat, 2021).

b) Small and Medium Enterprises (SMEs) are characterized by creating new entrepreneurs, adding real value to their clientele, generating income, and linking and supporting other businesses (Office of Small and Medium Enterprises Promotion, 2022). There are a number of studies focusing on upgrading OTOP entrepreneurs to SMEs (Ngugi & Bwisa, 2013; Suindramedhi, 2015; Santiphonwut et al., 2016; Sutthinarakorn, 2017).

c) The concept of a sufficiency economy philosophy is a way of life at the family, community, and state levels. It focuses on moderation, reasonableness, self-immunity, based on knowledge and moral conditions, for balanced and sustainable economic development. Studies have applied this concept to develop community enterprises and strengthen communities (Singhamat, 2017; Sarapirom & Sarkar, 2018).

d) To efficiently drive the economy, knowledge-based economies emphasize the development of labor skills, information technology, and an appropriate business environment. According to the 10th National Economic and Social Development Plan (2007-2011) and various studies (Alisabda & Alisabda, 2015; Kusumalee, 2010), community enterprises use these elements to develop and improve product quality to meet changing demands.

e) Creative economies create added value through the use of intellectual capital, creativity, knowledge, technology, and innovation (Phonpiroon, 2013). Managing a community enterprise requires creativity, technology, or innovation, along with community resources. The purpose of this is to create value for the community and to uplift it (Lazzeretti et al., 2017; Agustina et al., 2017; Thepkaew, 2019).

f) The concept of social enterprise is the operation of business activities that aim to allocate more than 30% of net profits to communities, society, and the environment. Social
Promoting Community Enterprises in Thailand: Challenges and Opportunities

enterprises must analyze societal impacts and manage the organization through effective governance (Mair & Marti, 2006; Galera & Borzaga, 2009). This relates to community enterprises' goals of creating benefits for society. There are academic works on applying the social enterprise concept to developing community enterprises (Steiner et al., 2019; Apostolopoulos et al., 2019; Lodko, 2019).

The researcher presents the connections between the concept of community enterprise and the other six concepts mentioned above to illustrate the linkages of each concept that influence the government's administrative approach to achieving the goal of people's well-being through community enterprise policy, which is considered a crucial tool for strengthening the grassroots economy. Additionally, the researcher explains the cause-and-effect relationship resulting from empirical evidence from various academic works that indicate the origin and existence of community enterprise policy in Thailand and abroad. The purpose of this approach is to illustrate how the community enterprise concept is not isolated but rather interconnected with other economic and social development concepts. A comprehensive understanding of the theoretical foundations and practical implications of community enterprise policy is gained by drawing these connections. The researcher further establishes the credibility and relevance of community enterprise policy by presenting evidence from diverse academic sources. Evidence-based approaches highlight the policy's effectiveness as well as its potential to improve the well-being of communities. Overall, the researcher's approach of linking the community enterprise concept with other relevant concepts and providing empirical evidence from various studies strengthens the argument for the importance of community enterprise policy in supporting a robust grassroots economy and enhancing the well-being of people in both Thai and international settings.

2.2 POLICY NETWORK:

Policy networks were developed from the concept of Network Governance, a public administration approach that enables stakeholders from all sectors to participate in the policy development process (Sorensen & Torfing, 2005; Jordan & Schout, 2006; Kapucu & Hu, 2020). In order to develop this concept, three main factors were considered: (1) the complexity of public process issues (Wright, 2004; Goldsmith & Eggers, 2005), (2) the limitations of government capacity (Goldsmith & Eggers, 2005), and (3) the common ground among actors (Emerson et al., 2012). Consequently, the government's role has shifted towards supporting development and building relationships with other groups through policy network mechanisms.
that enable diverse groups to exchange knowledge, resources, and benefits. It is challenging to manage networks as it requires a balance between creating a common ground for the work of independent and diverse organizations (Chhotray et al., 2009). A policy network differs from a government network in that it is not limited to relationships between government organizations, but also includes other organizations with expertise in specific policy areas (Bevir, 2014).

Various types of policy network models can be distinguished based on the characteristics of actor relationships, including corporatist networks, pluralist networks, and clientelist networks. In addition to using the network concept as a method to reform public management, explain public policy production, and serve as a means of governing society and the state (Rhodes, 2007), the concept can also be applied to reform public management. According to Dowding (1995), many previous studies have examined policy networks to explain only the relationship between the state and social actors (Rhodes, 2012). Marsh & Smith (2000) developed a dialectical approach to policy networks in order to provide a more concise explanation of policy change. It emphasizes the dialectical relationship between structure and agency, network and context, and network and policy outcomes within a collaborative framework characterized by defined rules and autonomy. Structure, actor resources, interactions within and among networks, as well as the resulting policy outcomes all play a role in these interactions.

The current understanding of policy networks emphasizes the roles and functions of network hubs, the quality of interactions, the influence of social and cultural dimensions, and democratic values. Consequently, to gain a deeper understanding of networks, it is necessary to use a network analysis framework combined with an analysis of interactions between actors within the network, covering four key dimensions: (1) establishing collaboration within the network, (2) ensuring democracy and fairness in the network, (3) effective communication, and (4) ensuring the autonomy and potential of each network member. As well as highlighting the importance of interactions among actors in networks, several concepts emphasize the importance of collaboration and collaborative management (Ansell & Gash, 2008), democratic governance (Gerring et al., 2005), deliberative policy analysis and management (Hardin et al., 2003), and participatory management accompanied by citizen empowerment (Fischer, 2006). Based on a review of past academic works, four approaches to studying networks can be summarized: (1) the approach using social capital theory, focusing on assessing connection resources and network efficiency (Agranoff, 2007; Lemair & Provan, 2012); (2) the approach using resource dependency theory and social exchange theory, examining resources and the influence of interdependence on network structure and formation (Huang & Provan, 2007; Park
& Rethemeyer, 2014; Toenvlied & Akkerman, 2012); (3) the approach using collective action theory, polycentric governance framework, and institutional development analysis framework, studying problems of joint operation, governance in policy research, and coordination of public services (Schneider et al., 2003; Berardo & Lubell, 2016; Gelcich, 2014; Hawkins et al., 2016); and (4) the approach using the advocacy coalition framework and issue networks, aiming to understand the roles of actors in different groups and examine the distribution of power in policy networks (Brass & Burkhardt, 1993; Fung, 2006; Weible & Ingold, 2018). The approaches and methods used in previous studies, however, focused on explaining structural characteristics, internal relationship components, success factors, and obstacles to network formation. Monitoring mechanisms and checks and balances to enhance transparency within networks are not seriously examined. Analysis of interactions within networks can therefore complement knowledge more effectively by integrating policy network analysis, network analysis of governance, and analysis of interactions between actors.

2.3 POLICY IMPLEMENTATION:

Policy implementation refers to the study of how an organization uses administrative resources to achieve its goals efficiently and effectively. Among the factors influencing success are (1) clarity in policy, (2) communication of policy, (3) resource adequacy, and (4) implementation of policy, which is viewed as the most important factor in driving community enterprise policy (Kerr, 1975: 531-535; Williams, 1975: 520 - 531, Pressman & Widavsky, 1984: 182). Community enterprises are promoted at the provincial level under the Community Enterprise Promotion Act by both establishing measures that will benefit the enterprises. In addition, it involves the integration of various sectors' cooperation. Policy discontinuity still faces practical problems and limitations (Na Sakolnakorn & Sangkharat, 2013; Jintana & Phooriphanik, 2019. According to the literature review, community enterprise promotion approaches fall into four categories: (1) management capacity development (Sangayotin, 2021). (2) group establishment promotion (Alifa & Nugroho, 2019; Chollisni et al., 2022), (3) legal benefits (Rychert & Wilkins, 2019) and (4) organizational improvement (Phokanit, 2019). The government should continuously support community enterprises, but no concrete studies have been conducted. Consequently, this study examines the operations of provincial community enterprise promotion committees and subcommittees, which consist of representatives from diverse organizations participating in various processes that enhance the management capacity of community enterprises. Specifically, it aims to analyze the relationships between
organizations in the community enterprise policy network in order to determine ways in which community enterprises can be promoted at the provincial level in the Northeast.

2.4 COMMUNITY ENTERPRISES MANAGEMENT POTENTIAL:

Community enterprises are recognized as community organizations; however, they possess entrepreneurial characteristics which integrate principles of business administration and economic activity for the community as a whole. Nevertheless, the objectives of community enterprises are different in that they emphasize community capital management and the creation of interdependence within the community rather than denying profits from operating results. A community enterprise, if managed effectively, can be upgraded from a community organization to a business organization with commercial management in the future. The development of the potential for community enterprise management, including organizational development concepts, management potential, and factors that impact the potential for community enterprise management at this following.

a) Organization Development refers to the application of behavioral science principles to systematic management to maximize the effectiveness of an organization (Schmidt, 1971). Under the guidance of experts (Change agents), it emphasizes training or organizational interventions aimed at improving members and bringing about change through a four-step process: organization diagnosis, development planning, implementation, and evaluation (Aem-imtham, 2003; Friedlander & Brown, 1974; Head & Head, 2009). An individual's development is divided into three levels: the individual, the group, and the organization (Kajornnun, 2008).

b) Developing community enterprises requires consideration of knowledge in operations, budget constraints, and a lack of expertise. Moreover, emphasis should be placed on internal management systems that prioritize community capital management, participation, identity creation, structure determination, and systematic monitoring and evaluation (Saengkaew, 2021; Apibunyopas & Klamsaengsai, 2020; Chummee, 2021). The support of local administrative organizations and activities related to community welfare, public interest, and conservation of natural resources are also crucial (Kaewbutdee, 2013). Management potential refers to the ability of a community enterprise group to achieve the organization's goals and objectives. McClelland, 1973) explains that this involves developing skills, knowledge, abilities, and characteristics necessary for individuals or groups to succeed in their work. Success factors include
strategic planning, organizational structure, management quality, participatory culture, responsiveness to stakeholder needs, and staff quality (Wood, 1999). Community enterprises are described in this research as management organizations, which are those that manage resources efficiently and effectively to achieve organizational goals (Dessler, 2004; Naveekan, 2001). As a community enterprise requires the establishment of a group and agreement among members regarding responsibilities, operational success depends on the enterprise's members, and participation will foster ownership and dedication to organizational effectiveness (Kritsanaputi, 2016: 70-74).

For practitioners to understand the potential for guiding them in the process of learning and developing community enterprises appropriately, assessing the management potential of community enterprises is a crucial process for self-learning in various aspects (Secretariat Office of Community Enterprise Promotion Committee, 2012). Having reviewed the literature, the researcher concludes that the government's indicators should be revised to reflect the context of economic and social changes in the globalization era, particularly the adaptation to the digital age and the concept of a new normal. Consequently, the researcher has developed indicators of community enterprise management potential, categorized into (1) Process potential, including transformational leadership, community enterprise management, operational planning, marketing management, knowledge and information management, digital technology management, member management, product management, and network management; as well as (2) performance outcomes, including mission achievement, product and service quality, operational efficiency, and community enterprise development.

3 APPROACHES

A qualitative approach was used to gather information from the target group, including the following key informants. Specifically, the study looks at community enterprises in the northeastern region of Thailand. We selected the study areas after assessing the operational processes and outcomes of community enterprises. The assessment revealed that most community enterprises in this region have moderate or need-improvement potential levels, indicating the need to promote and develop the management capabilities of these enterprises. The study sampled community enterprises with good, moderate, and need-improvement potential levels. In each level, the provinces with the most potential were selected, including Bueng Kan Province, Nong Bua Lam Phu Province, and Mukdahan Province. In this study, the target policy network consists of community enterprise groups in the three provinces mentioned.
above. The study will examine ways to improve the management capabilities of community enterprises in Thailand's northeastern region.

3.1 KEY INFORMATION:

A total of 65 key informants from policy network actors will be selected by the researcher for the purpose of strengthening community enterprises' management capacity. The following criteria will be used to select candidates:

a) Representing an organization or an individual who has been involved in the policy network's operations for at least two years. According to the relevant legislation, this applies regardless of whether they are a member of the Community Enterprise Promotion Committee.

b) The ability to provide information about community enterprise policies, network management, dynamics, management capacity, and the development of community enterprises.

A number of key informants were interviewed, including 19 members of the Provincial Community Enterprise Promotion Committee, 16 members of the Subcommittee for Community Enterprise Promotion, representatives, or practitioners from a variety of provincial agencies, and 22 chairpersons of community enterprise groups who have been assessed for their potential and have received support from the policy network. Obtaining comprehensive and valuable data for the research study can be achieved by selecting informants from a variety of backgrounds and with direct experience in the policy network.

3.2 RESEARCH METHODS AND TOOLS:

Group 1: Members of the Provincial Community Enterprise Promotion Committee and other network actors.

Group 2: Subcommittee for Community Enterprise Promotion and Policy Networks to discuss area-level operations.

Group 3: Community enterprise group chairs, to assess performance, problems, obstacles, and management capacity.

c) Participant observation, using guidelines to observe behaviors, interactions between actors in the policy network, and management processes and outcomes of community enterprise groups.
In order to obtain comprehensive and useful information, these diverse data collection methods will be used to collect data in a variety of ways for further analysis and research conclusions.

3.3 DATA PROCESSING AND ANALYSIS:

a) Verification of data quality: In order to increase the validity of the data, the researcher will use Content Analysis by analyzing and creating inductive conclusions systematically from various documents based on theoretical frameworks, as data from documents may not be neutral and credible.

b) The primary data: Data verification will be conducted using the following methods: Triangulation of data based on time, location, and personal experience. Multiple data collection methods are used in methodological triangulation. Data collected by the researcher will be processed and analyzed using Content Analysis. Research results will be more credible and valid if data quality is verified from secondary and primary sources, as well as systematic content analysis methods.

4 RESEARCH FINDING

The findings of the research are based on the content analysis of interviews with key informants. There are three areas that can be summarized as follows: the implementation of policies, the management of policy networks and the promotion of the potential of community enterprise management:

4.1 POLICY IMPLEMENTATION:

The research indicates that while most stakeholder agencies support the community enterprise promotion policy, they also believe that the policy needs to be bottom-up, reflecting the needs of each area rather than a one-size-fits-all solution. There is also the possibility that the centralized performance indicators are not appropriate for all areas. In their respective areas of responsibility, various agencies have implemented the policy. A Provincial Health Office issues FDA licenses, a Community Development Department promotes group formation, an Industry Department develops products, and a Bank for Agriculture and Agricultural Cooperatives (BAAC) provides financial assistance. In order to formulate annual budgets and
work plans for community enterprises, agencies survey and assess their potential level. Instead of applying a blanket policy approach, the findings highlight the importance of tailoring policies to the specific needs and contexts of different areas. Decentralization in policy implementation emphasizes local actors and the adaptation of policies to local circumstances (Matland, 1995). It demonstrates the collaborative nature of community enterprise promotion that multiple agencies participate in implementing the policy. To address complex policy issues that cut across organizational boundaries, inter-organizational collaboration is essential (Bryson et al., 2006). Standardizing and implementing policies require balancing standardization and flexibility, which may be challenging when centralized performance indicators do not fit every context. It is necessary to have some degree of standardization for accountability and coordination, but excessive rigidity hinders local adaptation and effectiveness (Thomann et al., 2018). Informing planning and budgeting decisions about community enterprises through information systems is a promising practice. In addition to contributing to evidence-based policymaking, it can also help allocate resources (Sanderson, 2002). Quality and reliability of the data, as well as the capacity of local agencies to utilize them, must be ensured.

In conclusion, the findings emphasize the need for a more bottom-up and context-sensitive approach to community enterprise promotion policy, as well as collaboration among relevant agencies. Implementing policies more effectively requires balancing standardization and flexibility, as well as leveraging information systems for evidence-based decisions.

4.2 POLICY NETWORK MANAGEMENT:

As stipulated in the Community Enterprise Promotion Act, provincial committees and working groups have been established to promote community enterprises. In addition to reporting on performance, issues, plans, and budgets of each agency, the provincial community enterprise promotion committee holds annual meetings. The majority of communication and coordination occurs through letters, phone calls, and informal discussions. Resources are exchanged, particularly in the request for speakers from different partner agencies. There is a centralized community enterprise information system that is accessible to all agencies. A certain degree of cooperation exists between agencies, but there is a limited degree of integration between them. Due to misaligned fiscal years, agencies tend to carry out their own duties, resulting in duplication.

Additionally, agencies do not follow up on meeting resolutions and do not reflect information. Committees and working groups have been established at the provincial level as a
means of institutionalizing collaboration between relevant agencies. Collaboration mechanisms can facilitate coordination, resource sharing, and joint problem-solving (Ansell & Gash, 2008). These mechanisms, however, are limited by a number of factors that limit their effectiveness. Communication between agencies is primarily conducted through formal channels, such as official letters, phone calls, and informal discussions. While these channels serve an important function, they might not be sufficient to foster deep collaboration and work process integration (Keast et al., 2007). All agencies can benefit from a centralized information system that facilitates data sharing and evidence-based decision-making. There is no guarantee that information will be used effectively just because it is available. It is possible that agencies lack the capacity or incentives to fully utilize the system. It appears that agencies need to align goals, resources, and activities to improve integration and reduce duplication. Collaboration can be hindered by differences in organizational cultures, priorities, and timelines (such as misaligned fiscal years) (Bryson et al., 2006). Accountability and enforcement mechanisms may be compromised due to challenges related to reflecting information, following up, and ensuring compliance with meeting resolutions. There is a tendency for collaborative governance arrangements to depend on "soft" forms of accountability, such as peer pressure and reputational incentives, which may not always be sufficient (Romzek et al., 2012).

However, the findings indicate that inter-agency coordination and integration should be strengthened further in order to promote community enterprises, even though the establishment of collaborative structures is a significant step forward. Communication channels need to be enhanced, capacity for data utilization needs to be built, organizational processes need to be aligned, and accountability mechanisms need to be strengthened.

4.3 POTENTIAL MANAGEMENT OF COMMUNITY ENTERPRISES:

Results show that community enterprises have made a variety of efforts to improve their management capacity. Management, financial accounting, marketing, business planning, technology and innovation, and product standardization are among the topics covered. In this training, expert speakers, and agencies partner to conduct the sessions.

In addition to functional budgets, provincial cluster budgets, and provincial budgets, agencies allocate budgets from multiple sources. As part of the BAAC's Community Business Building Thailand project, they also advise on funding sources. Forms for evaluating capacity are standardized. A district agricultural officer conducts surveys and records data. Capacity-building groups are selected at the provincial level through a committee mechanism. Despite
this, there are problems regarding the lack of group strength, with the leaders and most members being old and lacking succession. There are issues with poor management, inability to adapt to market demands, lack of diverse marketing channels, and dependence on government assistance. Members are encouraged to develop their capabilities, improve their products and packaging, differentiate themselves from the competition, find both online and offline distribution channels, collaborate as a network, and share their experiences.

As a result of the findings, it is evident that community enterprises require capacity building, particularly in the areas of management, finance, marketing, and innovation. The findings of this study are in line with the literature on entrepreneurial competencies, which emphasizes the need for a wide range of knowledge and skills in order to run a successful company (Man et al., 2002). A collaborative approach to capacity building is reflected in the provision of training by partner agencies and experts. Collaboration between organizations can leverage diverse resources and expertise in order to support the development of community enterprises (Sriram et al., 2007). Training alone may not be sufficient to solve the problems identified, such as group weakness, aging membership, and poor management. There are deeper challenges related to social capital, succession planning, and organizational culture that must be addressed (Peredo & Chrisman, 2006). Training alone may not be sufficient to address these challenges. A more comprehensive and long-term approach may be required. The allocation of budgets from multiple sources and advice on funding opportunities indicate an effort to provide financial support for community enterprises. Access to finance is a critical factor for the success of small and medium enterprises (Beck & Demirguc-Kunt, 2006).

However, the findings do not provide details on the effectiveness of these financial support mechanisms. The use of standardized assessment forms and a committee mechanism for selecting groups for capacity development suggests an attempt to ensure fairness and transparency in the process. However, there may be a risk of overly emphasizing quantitative indicators at the expense of qualitative factors such as group dynamics and local context (Garikipati, 2008). The suggested solutions, such as product improvement, market diversification, and networking, are consistent with strategies recommended in the literature on small enterprise development (Reeg, 2013). However, the effectiveness of these solutions would depend on their adaptation to the specific needs and capacities of each community enterprise. The findings indicate that a variety of efforts have been made to enhance the management capacity of community enterprises, however significant challenges remain that may require more comprehensive and context-specific interventions. The effectiveness of different capacity-building approaches, the role of social capital and group dynamics, and the
impact of financial support mechanisms on the sustainability of community enterprises can all be examined in future research.

5 DISCUSSIONS & CONCLUSION

Community enterprise promotion policies should be tailored to local contexts, fostering collaboration between stakeholders, and strengthening community enterprise management capacities, according to the findings of this study. Recent studies on rural development and community-based entrepreneurship support these insights. According to Prayukvong & Rees (2010), successful community enterprises often arise from local initiatives and build on existing social capital. The authors argue that external support should consider the local context and should enhance rather than replace local capabilities. Based on the current findings, bottom-up, context-sensitive policymaking seems to be a viable approach. In a study of rural tourism in South Africa (Ntshona & Lahiff, 2003), inter-organizational collaboration was emphasized as an essential component of community enterprise promotion. Successful tourism ventures require collaboration among governments, non-governmental organizations, and local communities.

Nevertheless, they also reported coordination challenges and power imbalances between stakeholders, which are similar to the current study's findings. The multifaceted nature of capacity building for community enterprises has also been highlighted in recent research. In a study of rural women entrepreneurs in Malaysia (Al-Shamvet et al., 2019), both "hard" skills (such as financial management) and "soft" skills (such as leadership and networking) were important for business success. Additionally, the authors highlight the importance of tailor-made, experiential learning methods rather than generic training. A recent literature review also highlights the challenges associated with group dynamics and succession planning.

According to a study of community-based enterprises in Indonesia (Pudianti et al., 2016), internal conflicts and lack of youth involvement threaten the sustainability of these enterprises. Conflict resolution and engaging young people should be emphasized as part of capacity-building efforts, according to the authors. Finally, local governments' access to financing is a recurring theme in literature. In a review of microfinance interventions for rural development (Hermes & Lensink, 2011), it was found that financial support is most effective when combined with other support services like market linkages and training. Community enterprises should be promoted in a holistic manner. The findings of this study contribute to a growing body of research on the challenges and opportunities associated with promoting
community-based entrepreneurship in rural communities. A future research study could explore the dynamics of inter-organizational collaboration, the effectiveness of capacity-building strategies, and the impact of the local context on the success of community enterprises.

The findings of this research provide valuable insight into the challenges and opportunities associated with promoting community enterprises in Thailand. This study highlights the necessity of a bottom-up, context-sensitive approach to policymaking, as well as stronger collaboration among stakeholder agencies. Additionally, the study identifies key areas for capacity building, including management skills, financial access, and succession planning. It is found that although there are structures in place to facilitate inter-organizational collaboration, such as provincial committees and working groups, their effectiveness is limited by bureaucratic communication channels, lack of integration, and inadequate accountability mechanisms.

Additionally, the results indicate that current efforts to build capacity may not be sufficient to address deeper challenges related to group dynamics, organizational culture, and market adaptation. As a whole, the study contributes to a more nuanced understanding of the complex factors that determine the success of community enterprises. By adopting a holistic approach to capacity building, it recognizes the importance of considering local contexts, encouraging genuine collaboration, and taking a holistic approach to capacity building.

6 SUGGESTION

a) Promote community enterprises by developing more flexible and context-specific policy frameworks that allow for local adaptation and innovation. As a result, provincial and local decision-making and resource allocation could be decentralized to a greater extent.

b) Promote inter-organizational collaboration by establishing joint planning and budgeting processes, establishing shared performance indicators, and investing in digital platforms for data sharing and communication.

c) Make sure that the management potential needs of community enterprises are addressed, considering technical and soft skills, as well as group dynamics and organizational culture. Develop tailored training and mentoring programs combining formal instruction and peer support based on this assessment.

d) Investigate innovative financing mechanisms for community enterprises, such as impact investing, crowdfunding, and public-private partnerships. By combining these
resources, existing government funding sources will be able to be complemented and private capital and expertise will be attracted.

e) Develop a deeper understanding of the factors that contribute to the success and sustainability of community enterprises by investing in further research. The study may include longitudinal studies to measure the impact of different interventions over time, as well as comparative studies to identify best practices from other contexts.

f) Enhance communication and knowledge sharing among community enterprises, government agencies, and other stakeholders. As part of this initiative, regular forums for exchange of ideas could be created, research findings and case studies could be disseminated, and successful examples of community-based entrepreneurship could be celebrated.

In addition to implementing these suggestions, policymakers and practitioners can contribute to inclusive and sustainable rural development in Thailand by creating an environment that facilitates the growth of community enterprises.

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Promoting Community Enterprises in Thailand: Challenges and Opportunities


