Development of a Guideline Framework for Monitoring of Rajabhat University's Strategy Implementation of Community Development Emphasizing on the Impact on the Local People

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Abstract

Research objectives to: 1) study problems and obstacles in carrying out the local community development projects with emphasis on the people as per the strategies of Rajabhat Universities 2) study factors influencing the success of the local community development projects with real impact on the people, and 3) development of a guideline framework for monitoring of Rajabhat University's strategy implementation of community development emphasizing on the impact on the local people.

The study employed mixed method research design. The target groups were selected by simple random sampling from 6 regions. One university per region. Quantitative data were collected from faculty members and students by using questionnaires whereas qualitative data were obtained by in-depth interviews and focus groups with the key informants. Results of the research revealed that problems and obstacles of the project implementation could be classified into 4 aspects. The economic aspect covered problems in production and distribution of products. The social aspect revealed the problem of building the local community to have higher capacity in self administration to raise the standard of living of the community. On the environmental aspect, the problems involved lack of understanding in management and conservation of the environment, natural tourist attractions, and energy. With regard to the educational aspect, it was found that informal education was hardly promoted in the community. The factors which influenced the results of implementation of the strategic plan were internal factors including strategy, structure, system, style, staff, skill, and shared value. The external factors influencing the strategy implementation were political, technological, and social factors. The development of a guideline framework for monitoring of the implementation of the universities' strategy in local community development consisted of four aspects with 19 indicators which can be classified, namely, economic, social, educational, and environmental respectively.

Keywords: influencing factor; implementation; Rajabhat University's strategy; local community development.

Introduction

Rajabhat Universities all over Thailand are regulated by the Rajabhat University Act B.E. 2547. The universities also bestowed the royal policy of King Rama X to pursue the strategy of local community development over the period of 20 years (2017–2036). In the situation where Thailand is impacted by the rapid changes in economics, the environment, and digital technology, tertiary educational institutions need to shoulder the role of human resource development to match the need of the changing context. Implementation of Rajabhat Universities' strategy of local community development is an important mechanism for community development in various areas in Thailand. The 20-year strategic plan (2017–2036) of Rajabhat Universities for local community development consists of four strategies including: 1) local community development, 2) production and development of teachers, 3) raising of educational quality, and 4) development of management system. The strategy which emphasizes the impact on the people is the first strategy, local community

development, which has 4 development targets, including economic, social, environment, and educational targets. In this strategy, there are 13 indicators which are quantitative data such as number of participating villages, number of projects, number of successful results in various aspects, and deployment of the strategic plan to all 38 Rajabhat Universities in the country to serve as the guideline in implementation of the plan (Office of the Rajabhat Universities' Presidents, 2018).

In the fiscal year of 2018, Office of the Education Council, Ministry of Education, monitored and conducted evaluation research on the performance of five selected Rajabhat Universities and found that only one of the universities achieved 'very good' result. In addition, it was revealed from this research that in the development of a local area one must consider genuine reality of the area where the university is truly confident that it can help develop the area. Rajabhat Universities must focus to pursue the principle of the universities so that the society and other organizations involved understand the roles and obligations of the universities, thus enhancing the universities' chance of greater success. Pursuance of the roles of the universities in participation with the local communities will build confidence and trust in the universities as the saviors of the communities, societies, and the people (Office of the Education Council, 2019). Later, in the fiscal year 2019, the Office of Education Council launched a project to support the driving of the strategy by conducting a research on "approaches for the development of Rajabhat Universities for local community development". From the research, 38 indicators of the potential of the universities as per their missions and strategies were obtained. These indicators have been adopted by the universities to further develop their potential to precisely and consistently match with requirements of the strategy of local community development (Office of the Education Council, 2021).

Even though Rajabhat Universities have adopted the previously discussed guideline, there still existed problems with development that was not relevant to the needs of the people. Driving the strategy to achieve the target depends on not only potential development of the universities but also simultaneous driving and operation of all sectors involved, i.e., the network of stakeholders and the people. All those involved must be encouraged to express their points of view and help construct the framework for monitoring and evaluation of the project. For this reason, it required the research propose a framework for overseeing and monitoring of the implementation of Rajabhat Universities' strategic plan in local community development with the emphasis to create impact on the local people of the community in order to look into the methods or approaches to solve the problems and to overcome the obstacles so that the implementation of local community development projects by

Rajabhat Universities is carried out with sustainable success and the results being relevant to the actual needs of the people.

Research Objectives

1. To study problems and obstacles in carrying out the local community development projects with emphasis on the people as per the strategies of Rajabhat Universities.

2. To study factors influencing the success of the local community development projects with real impact on the people.

3. To development of a guideline framework for monitoring of Rajabhat University's strategy implementation of community development emphasizing on the impact on the local people.

Research Conceptual Framework

This research on the development of a guideline framework for monitoring of Rajabhat University's strategy implementation of community development emphasizing on the impact on the local people is an applied research using multiphase mixed method of the mixed method research design. The research was divided into three parts according to the three objectives of the research as follows.

1. To study the problems, obstacles, factors, and mechanisms rendering the implementation of Rajabhat Universities' strategy in local community development successful by using parallel database design. Quantitative research was carried out by collecting data from the faculty members and students of Rajabhat Universities via questionnaires and quantitative research was also conducted by group discussion and in-depth interviews with the administrators and the network of the local authorities and the local people.

2. To propose a framework for overseeing and monitoring of the implementation of the strategy by the universities by using a research approach based on theory development design. Data collection from documents, focus groups, and in-depth interviews was part of the qualitative research. The analysis of the data was carried out and integrated with the theory of project oversight based on the balanced scorecard with six perspectives according to the principle of David and David (2016) with consideration of the objectives of Strategy 1 of the 20-year strategic local community development plan of Rajabhat Universities in developing the local communities in economic, social, environmental, and educational aspects. Once the framework for overseeing and monitoring was

obtained, public hearings were organized, and the method of quantitative research was used to collect data on opinions and suggestions of the experts from all sectors on the proposed framework via questionnaires. Ranking of indicators by weight and criteria for scoring each indicator of the proposed framework were made. All the data and information obtained from the research were presented to the representatives of the universities for their consideration in order to reach the consensus. Consequently, the framework for overseeing and monitoring of the implementation of the universities' strategy was established, as illustrated in the diagram that follows.
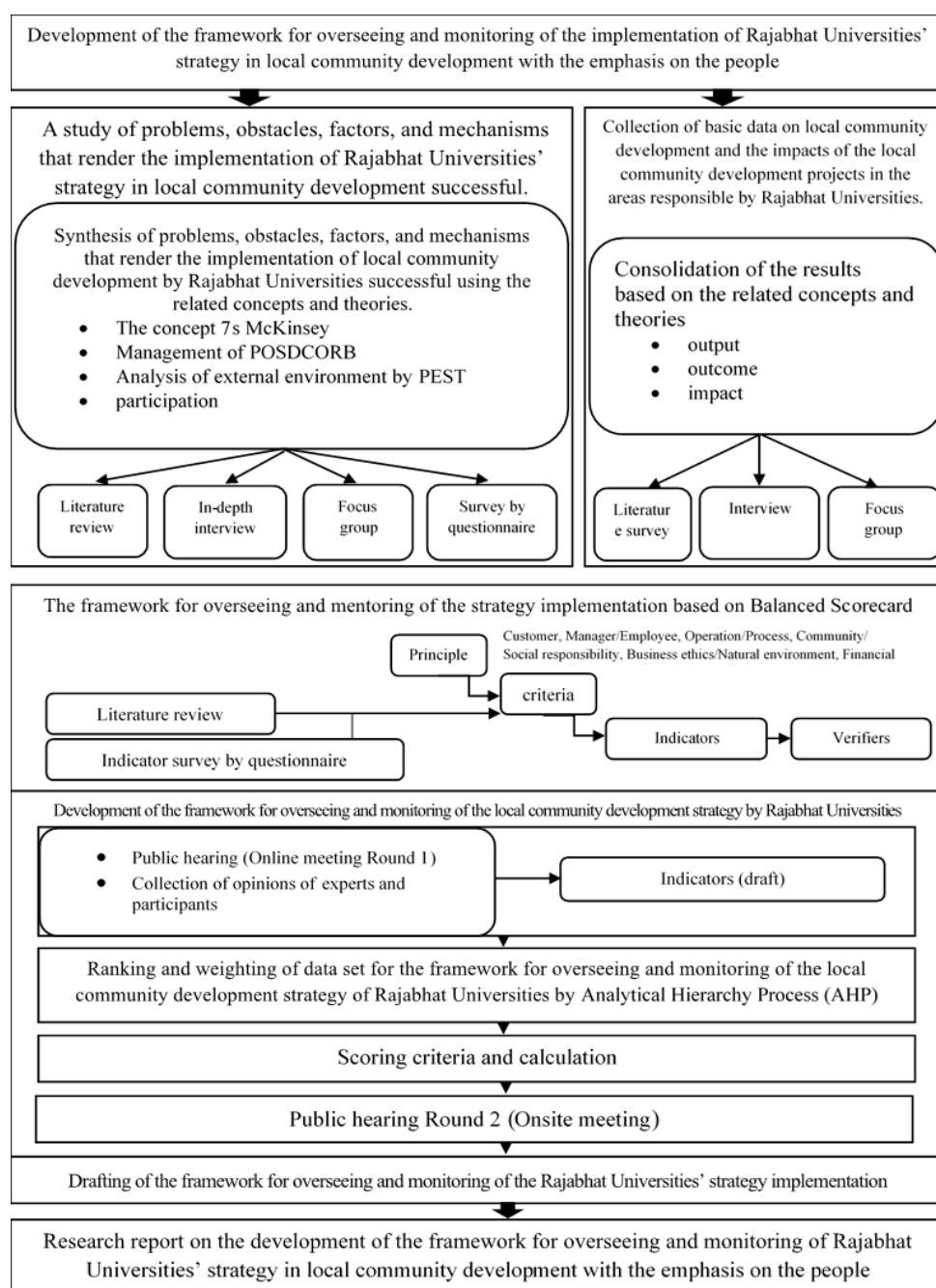

Fig.1 Research Conceptual framework

Research Methodology

This research on the development of a guideline framework for monitoring of Rajabhat University's strategy implementation of community development emphasizing on the impact on the local people adopted the mixed method research design using the multiphase mixed method (Edmonds and Kennedy, 2017; Makmee, 2016). The research was divided into three phases according to its objectives as follows:

Phase 1: A study of problems, obstacles, and factors that render the implementation of Rajabhat Universities' strategy in local community development successful using parallel database design.

Phase 2: Development of the framework for overseeing and monitoring of the implementation of Rajabhat Universities' strategy in local community development with the emphasis on the people by using theory development design.

According to Phase 1 and Phase 2 of the research framework, the population and the samples were those of the administrators, faculty members, and students of all 38 Rajabhat universities as well as stakeholders of 20-year Rajabhat Universities' strategy in local community development (2017–2036) including governors of the provinces in which the universities are situated, representative from private sectors, local leaders, community representatives, and people of the targeted areas which were divided into six regions, namely, central region, eastern region, northern region, upper northeastern regions, lower northeastern region, and southern region. Six Rajabhat Universities were selected by random sampling, one from each region. Key informants were selected by purposive sampling of administrators, responsible persons, participants, or those impacted by the strategy implementation of local community development over the 20– year period (2017–2036).

Sample groups and key informants

The sample groups containing 6 Rajabhat Universities were selected by simple random sampling from six regions, one university from each region. Key informants were specifically selected from those participating in the implementation of Rajabhat Universities' strategy for local community development over the period of 20 years (2017–2036). Methods for data collection are outlined below.

Interview of key informants

1) University administrators such as Presidents and Vice Presidents charged with the responsibility to oversee and monitor the results of target groups, one person from each region (total 6 persons), 2) Provincial Governors, one from each region (total 6 persons), 3) Representatives from public service organizations, two from each region (total 12 persons), 4) Representatives from private sector, two from each region (total 12 persons), and 5) Head of Subdistrict Administrative Organizations or representatives of the local authorities, four from each region (total 24 persons).

Focus groups among the key informants

1) Faculty members of Rajabhat Universities responsible for the projects, six from each region (total 36), representatives from the local communities, six from each region, (total 36 persons), and people, four from a community, four communities from each region (total 144 persons).

Data collection by questionnaires from the sample groups.

The sample size was determined by G*Power program to be at least 114 persons. To safeguard against possible errors, the sample size for each region was decided to be 30 persons totaling 180 persons as follows: 30 faculty members from each region totaling 180 and 30 Rajabhat Universities' students from each region totaling 180.

Research tools

Research tools used in this research are listed and described below.

1) A semi–structure interview form for administrators was designed to learn about problems and obstacles encountered in the implementation of the universities' strategies to develop local communities with the emphasis on the people, and factors that influenced the success of the projects under the strategies. The questions in the interview form were intended for Rajabhat Universities' administrators. The questionnaire was examined by three experts who found that all the questions had IOC values greater than 0.5.

2) A semi–structure interview form was designed for members of the project network to obtain information on problems and obstacles encountered in the implementation of the strategy to develop local communities with emphasis on the people by Rajabhat Universities, and the factors that rendered the project successful. The interview form was intended for Provincial Governors, representatives of public organizations, and representatives of the private sector. The questionnaire was examined by three experts who found that all the questions had IOC values greater than 0.5.

3) A focus group record form was designed and used in the focus group discussions among the faculty members of Rajabhat Universities. The questions in the formed were examined by three experts who found that all the questions had IOC values greater than 0.5.

4) A focus group record form for students of Rajabhat Universities was designed for data collection from the students. The questionnaire was examined by three experts who found that all the questions had IOC values greater than 0.5.

5) A questionnaire was designed to learn about the awareness of the faculty members of Rajabhat Universities on the problems and obstacles in the implementation of Rajabhat Universities' strategies to develop local communities with emphasis on the people, and the factors that rendered the projects under the strategy successful. The questionnaire was examined by three experts who found that all the questions had IOC values greater than 0.5.

6) A questionnaire was designed to obtain information from the students of Rajabhat Universities about their awareness of the problems and obstacles of the implementation of Rajabhat Universities' strategies to develop the local communities with the emphasis on the people. The questionnaire was verified by three experts who found all the questions had the IOC values greater than 0.5, and the accuracy as determined by the Cronbach's Alpha Coefficient of .969, indicating consistence with the criterion, and fitness for use in data collection.

7) For the purpose of establishing the framework for overseeing and monitoring of the implementation of Rajabhat Universities' strategy in local community development with the emphasis on the people, qualitative data from the literature review and the research results according to the objectives 1 and 2 were used to construct the tools for acquisition of opinions for consensus measurement and ranking of the data set of the framework. The two types of tools used were:

7.1) Questionnaires for obtaining opinions on criterion data set and indicators of the framework for overseeing and monitoring of the implementation of the Rajabhat Universities' strategy.

7.2) Questionnaires on the analytical hierarchy process (AHP).

These types of tools were used to collect data from experts including representatives from the ministry higher education, science, research, and innovation, representatives from Rajabhat Universities, representatives from public sectors, representatives from the people, and experts from the Office of the Education Council.

Data analysis

Before conducting the analysis of the data, the researchers examined the data obtained from the literature review and the questionnaires to ensure the completeness of the data. The data analysis of the research is described below.

1) For analysis of the data obtained from the literature review, the data were classified into qualitative data and quantitative data. Content analysis was made of the data by considering the data set to determine which data were suitable for use as the indicators in the framework for overseeing and monitoring of the universities' strategy implementation.

2) To draft the framework for overseeing and monitoring of the implementation of the universities' strategy, the researchers used the data obtained for Objectives 1 and 2 and analyzed the data together with the data obtained from the literature review in 1) by considering frequency distribution and grouping to consolidate similar data into the same data set using C&I approach. The principle of the balanced scorecard was used to finalize the data set for the framework including the principles, criteria, indicators, and verifiers.

3) The analysis of the questionnaires on the opinions about the criterion and indicator data sets for the framework was made to measure the consensus according to the consensus measurement diagram by using the rough set theory and the Microsoft Excel Worksheet.

4) The analysis of quantitative data from the questionnaires was made to determine ranking and weighting of the data set for the framework. The ranking and weighting of the data were made using the Analytical Hierarchy Process after which the ranking and weighting results were then used to determine the weight of the indicators which were used to evaluate the results of the implementation of the local community strategy with the emphasis on the people.

5) After obtaining the ranking and the weight of the data set by AHP, the criteria for indicators scoring were determined by considering the verifiers. Calculation of the evaluation results was carried out by using the weighted sum model.

6) Finally, the framework for overseeing and monitoring of the implementation of Rajabhat Universities in local community development with the emphasis on the people was proposed.

Conclusion and discussion

Problems and obstacles in carrying out the local community development projects with emphasis on the people as per the strategies of Rajabhat Universities. As for the implementation of

Rajabhat Universities' Strategy 1, development of local communities, which contains 4 aspects and 4 targets, namely, economic, social, environmental, and educational aspects.

1) **Economic aspect:** On this aspect, the projects under the strategy aimed to create economic activities in the local communities such as production of local merchandise products, product distribution, and consumption to generate sufficient income. It is also desirable to have the local people organize themselves into cooperative–like groups to assist one another in making a living so that the local income is fairly distributed and sustainable. From this study, the following problems were identified: 1) Income opportunities were rather limited for some people groups, resulting in insufficient income for decent livelihood. Thus, Rajabhat Universities must place emphasis on the projects which create employment opportunities for the people in the communities in which the projects are implemented. 2) Lack of funding to support the businesses of the local communities was found to cause hindrance of the businesses. 3) Marketing of products and services was also identified as a problem. Sufficient and effective marketing could enhance the distribution of the products and services. It is therefore advisable that Rajabhat Universities try to assist in not only the production of goods and services but also the increase of distribution channels for the products and services, for example online distribution channels. For some products with great marketable potential, the local entrepreneurs should be made more accessible to funding sources to increase production and expand the businesses.

2) **Social aspect:** On this aspect, the strategy focused on building a local community with enhanced self–management capacity to raise the quality of life of the community. The people should be encouraged to preserve their unique culture and indigenous wisdom. The problems which were related to the social aspect were identified to include: 1) Lack of skills and knowledge in using technology in their work and communication, resulting in inefficient operation of their businesses. 2) It was found that project promotion through public relations was, in some cases, deficient in coverage. Information about the projects did not reach some people groups, making them unable to participate in the projects even though they really wanted to. Thus, public relations must be conducted in such a way to thoroughly reach the target groups. 3) Excessive demand to participate in the projects was often encountered by Rajabhat Universities due to insufficient capacity to accommodate the need of the people. This problem should be solved by conducting a survey to determine the actual needs of the people so that the number of the people who are interested is known in advance and the projects that are in agreement with the needs can be provided. 4) Frequent training for the people resulted in unproductive loss of time. Therefore, the training must

be one that is consistent with the actual need or the pain points of the people. All the problems just listed were the causes for impediments which rendered the implementation of the projects under Rajabhat Universities' strategy less successful. Hence, all Rajabhat Universities need to plan local development projects which directly respond to the actual needs of the people. The universities may begin by reaching out to the people to learn of their needs by consultation or discussion with the people in the communities (Conyers and Hills, 1984). In addition, coordination with the targeted people groups to ascertain participation from the people. Introduction of modern technology to the people will provide them with opportunity to learn new and modern technology for use in their work and communication. Problems which were related with project workers were also found to exist including: 1) Some faculty members of the universities responsible for the development project did not understand how to conduct the project due to lack of experience, especially young and new faculty members. For this reason, the university need to provide training or a mentoring system for such faculty members. The mentors must accompany the junior project staff in carrying out the project. 2) Lack of community problem analysis skills. 3) Lack of academic knowledge on product improvement and packaging, especially among students working with the local people, rendering them unable to give the needed advice. 4) Normal workloads of the university staff prevented them from going to work in the community when needed. 5) Lack of continual monitoring of project progress was found to be a problem. 6) Relocation of the administrators of the universities was a cause of discontinuity of the projects. All the discussed problems contributed to interruptions and discontinuity in the implementation of Rajabhat Universities' strategy of local community development. For this reason, Rajabhat Universities are advised to have a system of personnel training for young faculty members, staff, and students to acquire the knowledge and skills necessary for implementation of the projects and working with the people in the community. In addition, planning of action plans with clear details of activities and scheduled manpower may serve to solve the problems of clashed timetables for some project staff (Peter and Waterman, 1982). Results of this study revealed problems of the social aspect which were related with approaches and processes including 1) delayed reimbursement of the budget of the projects, and 2) reporting of problems related with approaches and processes. The universities must specify a clear and expedient process of budget reimbursement and efficiently follow up on the progress of the projects. Further, there were external problems including the Covid-19 pandemic and other area-specific social and structural problems. All in all, the problems classified in the social aspect previously discussed need to be rectified by designing approaches and processes to work in collaboration with the communities

for which the projects are intended. The approaches and processes must be consistent with the geosocial context, ways of life, values, and diversity in traditions and cultures of the community.

3) Environmental aspect: In this research, the environmental aspect of the existing problems was viewed in the light of local development that is conducive to building an environment suitable for the living community with adequate services of public utilities, fertility of natural resources and ecological balance. The result of this study revealed problems in the management of tourist resources as well as energy conservation. If it were possible to get everyone involved realize the importance of preserving the tourist resources and energy conservation, development of the local environment would be achieved and sustainable.

4) Educational aspect: On this aspect, this research only focused on ways to support the people with various age groups to have the 21st skills that are needed for their life-long learning and appropriate improvements of their quality of life. The result revealed that the people were not sufficiently supported with informal education opportunity despite its importance for continuous self-development. The people should be provided with the opportunity to develop themselves according to their self-interests to enhance their success which will contribute to the development of the community, consistent with the study of Senge (1990).

Factors influencing the success of the local community development projects with real impact on the people which contains 2 factors.

Internal factors. The first factor is the strategy itself. Rajabhat Universities adopted His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun's policy in its 20-year strategic plan for local community development (2017-2036). The plan contains four strategies, namely, 1) local community development, 2) production and development of teachers, 3) upgrade of education quality, and 4) development of educational institution management. The strategy which has the emphasis on the people is Strategy 1. Its target covers four aspects including economic, social, environmental, and educational aspects in accordance with Article 7 of Rajabhat University Act B.E. 2004 which stipulates that Rajabhat Universities are tertiary educational institutions for local community development that furnish wisdom for the land. It is henceforth the principal role of the universities to engage themselves in the development work of the areas where the universities are situated. The strategies of the universities have been determined with a clear vision and achievable objectives under the fast-changing environment. In such a situation, execution of the strategies must be guided by well thought out directions without which success might not be realized (David and David, 2016). The government's policy as stipulated in Article 7 of the Act for Rajabhat Universities

to become the universities for local community development cannot be clearer, enforcing all 38 Rajabhat Universities to place importance on local community development over the years 2017–2036, as stated as Strategy 1 of their strategic plans. The policy necessitated the universities to adjust their strategies and create awareness, understanding, and new values among the faculty members, supporting staff and students so that all might participate in work development to realize the objectives of the strategy. To ensure the projects on local community development meet the actual needs of the local people, objectives of the projects were formulated by the network of the local administrative organizations and the people. This created the relationships among the involved parties and awareness of the public about the community development role of Rajabhat Universities. Furthermore, the administrative organizations of the province in which the university is situated could also carry out local development projects with participation from Rajabhat Universities. The universities participated in meetings to plan development projects with the provincial authorities so that the Rajabhat Universities' projects were consistent with the development policy of the provinces. The next factor is the structure of organization. An organization is a collection of people with common purpose. It has clear objectives for its existence. Its operation requires various activities, resources, and technology. There are personnel with different charges, authority, and rules governing the operation of the organization. The structure of an organization is a system designed for command and communication within the organization to facilitate the operation to achieve the objectives (Kejohnranun, 2008). It was found that the organizational structures of Rajabhat Universities used in the implementation of their strategies were the existing ones. The strategic plans of the universities were studied and responsibilities were then assigned to different teams under the existing organizational structures according to their knowledge and skills. In this way, it was simple to oversee and regulate the project. As learning organizations, the universities permit their staff to learn of the universities' strategies before assigning responsibilities for them to carry out. It can be concluded that the organizational structure factor enhanced the capacity of the universities to implement local community projects successfully. The next factor to be considered is the work system. A work system consists of steps and processes of work within an organization which are interconnected at all levels to achieve successful results (Hsu and Ryder, 2002). A good work system facilitates work execution to smoothly achieve the desired objectives. In the implementation of the local community development projects, Rajabhat Universities planned the work with the local communities, resulting in good collaboration. The universities also prepared the data bases for the provinces by using the data principally from the community leaders such as village headmen, subdistrict headmen,

members of subdistrict administrative organizations, and members of municipality councils. The universities were hence equipped with the data leading to the knowledge of weakness and strength of the target communities, and hence approaches for the development work. There also existed a stepwise coordinating system for each specific area where coordination with the target people was conducted through leaders of the community. The faculty members of the university continuously worked in the areas with systematic monitoring and evaluation of the projects. The results of project implementation were reported in the form of key performance indicators by the Division of Planning of the university. Follow-up of the projects could also be done by direct conversation which could reflect on the fact whether the community received the benefits from the projects. The system of action plans, data bases, coordination, monitoring and evaluation as previously discussed enhanced the success of the projects as measured by the impacts on the people. Style of management of the administrators can be a factor determining the outcome of project implementation. The style of management of a leader is a personal characteristic which embraces attitudes and use of influences in the existing relationship with his subordinates in various situations to operate and direct communication processes, and give incentives to his subordinates to willingly perform their duties to reach the objectives of the organization. The administrators of Rajabhat Universities responsible for the implementation of the projects under the strategy of local community development placed importance on the visions and policies of the universities. The leaders of the universities had great leadership in pursuing their subordinates to follow their lead and building teamwork and participation among them and with the local network. They were open to opinions and had good relationship with all parties involved. What was indispensable was the work style that gave emphasis on regulating and monitoring mechanisms. The work style just described played a crucial role in determining the outcome of project implementation with the people in mind. The key success factor of strategy implementation is staff. It is known that quality personnel are key to the success of an organization, The organization may nowadays have access to financial sources, hence equipment and technology but it is much harder to obtain personnel with abilities to perform the assigned tasks and achieve the objective (Nieto, 2006). In preparation for the implementation of local community development projects, Rajabhat Universities developed their staff including faculty members, supporting staff, and students to have the knowledge and skills needed to help develop the communities in various aspects, causing the people to become stronger and self-reliant. Furthermore, the staff of the universities understood their roles, and were acquainted with the people of the communities, thus creating trust and close cooperation from the people. Together with the good intention of the project

workers to pass on knowledge and skills to the people, having good and capable staff with knowledge, skills, and understanding of the work certainly enhanced the chance of achieving success in the projects. Skills of the staff is another factor which is important for the success of an organization. It was considered separately from the staff factor even if it could be considered part of the quality of the people. skills of the staff of the projects were derived from the experience gained from actual involvement in the local community projects. They adopted the PDCA model (plan, do, check, and act) giving them skills in carrying out the development projects. Prior to actual working in the community, the project staff needed to prepare themselves for the transfer of knowledge to the people to enhance their skills. It could be concluded that skills obtained from the development work using the PDCA model together with self-preparation of the project staff rendered the implementation of Rajabhat Universities' strategy in local community development successful. Shared value of Rajabhat Universities is clearly stipulated in Article 7 of the Rajabhat University Act B.E. 2004, 'Rajabhat Universities are the universities for local community development that furnish wisdom for the land'. This has become the value shared by the Rajabhat community and is a factor which serves to always remind the staff of Rajabhat Universities of their roles in serving the community. Therefore, every member of the universities must join forces to push forward development work for the communities. This shared value brought about unity among the administrators, faculty members, supporting staff, and students alike, hence resulting in successful development work for the communities.

The external factors: Include political, technological, and social factors to be discussed as follows. The political factor was considered in the light of policy analysis and governmental regulations which affect the development work according to Rajabhat Universities' strategy (Priyakorn, 2007). It was found that the policies at the provincial and local levels were in agreement with the local community development strategy of Rajabhat universities. Hence, in view of the political factor, the agreement of the policies with the universities' strategies enhanced the implementation of Rajabhat Universities' strategies. On the technology side, in the situation of Covid-19 pandemic, there was a greater demand for use of technology than ever to conduct businesses, especially in communication. Kunyanun Patsornsiri (2011) studied the factors that influenced work efficiency of the personnel of the Patumwan Institute of Technology and found that information technology influenced their work efficiency. As for the execution of the local community development work of Rajabhat Universities, information technology efficiently facilitated the communication between the universities and the local people living and working far away from the universities.

Thus, the technological factor was considered crucial for the implementation of Rajabhat Universities' strategies. The social factor refers to values, beliefs, and behaviors of the people in the community that affect the implementation of the local community development projects under the Rajabhat Universities' strategies (Chongcharoen, 2011). As it was found in the political dimension of the local community development projects of the universities, the agreement between the policies at the provincial and local levels resulted in close collaboration among the provincial administrators and local organization administrators with Rajabhat Universities, leading to success of the projects. Rajabhat Universities received cooperation from not only the governors but also local leaders. Good working relationship with these leaders enhanced smooth coordination with all parties. Furthermore, Rajabhat Universities have a large number of alumni who are working in private and public sectors all over the country, and willing to cooperate with the universities. Provision of training to the local leaders and natural leaders of the people, coupled with the promotion of the local traditions and cultures, resulted in even greater unity of the parties involved, leading to success of the projects in developing the local community with the emphasis on the people.

Development of a guideline framework for monitoring of Rajabhat University's strategy implementation of community development emphasizing on the impact on the local people, strict following the framework will ensure success in the implementation of the strategy. Monitoring is a necessary tool for efficiency improvement and checking progress of the project. Furthermore, the framework which entails clear and practical operational procedures will enhance the monitoring and overseeing of the implementation of the strategy with better efficiency. The result of the study to develop the framework revealed that the framework consisted of four principles and 19 indicators including 1) five indicators in the economic aspect, 2) five indicators in the social aspect, 3) four indicators in the environmental aspect, and 4) five indicators in the educational aspect. From the principles and indicators just mentioned, an analysis by AHP was conducted to determine the proportions of all aspects by pairing comparison of the aspects, and pairing comparison of the indicators in each aspect. It was found that the economic aspect had the highest weight of 0.34, followed by the social aspect, the educational aspect, and the environmental aspect with the weights of 0.30, 0.23, and 0.13, respectively. The economic aspect was given the highest weight because Rajabhat Universities placed priority on the local community development projects which increased production, sales, and consumption to increase the income of the community. For this reason, the experts gave the highest weight to the economic aspect in consistence with principle that economy is the foundation of the community. Rajabhat Universities placed importance on participation of the

people to raise their capacity in management of the community, and on reduction of the disparity gap as well as the conservation of indigenous cultures and traditions representing the identity of the community. This led the experts to give the weight of 0.30 to the social aspect. The educational aspect was given the weight of 0.23 since Rajabhat Universities promoted education for all ages and 21st century skills. The environmental aspect received the least weight of 0.13 because Rajabhat Universities also helped promote public understanding and conscience on the limited natural resources of the local community which must be utilized to the fullest benefit of the community. From the analysis of economic indicators, the economic dimension is important because it creates increase of income through the development of marketable local products to raise the standard of living of the people. Thus, economic development is important in bringing benefits to the livelihood of the people. The people also have more choices in making a living. All these bring greater security to community. Product development has been the focus of all Rajabhat Universities in the attempt to use knowledge and multidisciplinary sciences to improve the local products. This is evidenced by the research data obtained by the researchers who actually spent time and closely worked with the people in the target areas where many local products were found. The economic indicators may be ranked in descending order as follows.

     1. Development of self-reliant business groups with the weight of 0.32.

     2. Development of marketable products and services with the weight 0.30.

     3. Reduction of the people's expenditure in the target areas with the weight 0.14.

     4. Increasing the income of the people in the target areas with the weight 0.13.

     5. Success in the strategy management in the economic aspect with the weight of 0.10.

     For each economic indicator, scoring criteria and verifiers were clearly given in the manual for the framework for overseeing and monitoring of the implementation of Rajabhat universities' strategy in local community development with the emphasis on the people.

     The analysis of the social indicators revealed that the social indicators were important because they reflected the collaboration of the people of all sectors in changing the society with the focus on systematic creative changes according to the set objectives. This will lead to a united society in which the people live happily according to their individual economic and social statuses with less social problems. In addition. Rajabhat Universities have given importance to the social engineers who take interest in ongoing social matters and often take part in the construction of a better society by observation, data collection, sensible analysis and providing systematic solutions of the problems

to create a sustainable, self-reliant, and improved society (Luengalongkot, 2018). The social indicators in descending order as follows.

1) Increase of service areas with community data and evidenced work results was given the weight of 0.32.

2) Use of social engineers as a tool for community development was given the weight of 0.30.

3) Wellness development for the people was given the weight of 0.14.

4) Result of value maintenance, transfer, and succession of local wisdom which is the identity of the community carried the weight of 0.13.

5) Success in the management of social strategy carried the weight of 0.10.

The analysis of the educational indicators revealed the importance of education in furnishing the people with knowledge, necessary basic skills, and readiness in the struggle for themselves and the society. Education is therefore an important aspect of life, especially in the current scientific and technological changes of today, demanding rapid adjustment of everyday living. The role of education is becoming more important and learning of new things through supplementary education helps develop stronger communities continuously. Presently, Rajabhat Universities have engaged on developing child care centers which not only help develop the children but also help the families to have more time to earn a living. For Rajabhat Universities, providing education for the people in the communities to have the 21st century skills is quite a challenge. The educational indicators were ranked in descending order as follows.

1) Promotion of the 21st century skills for the people in the target areas carried the weight 0.35.

2) Success in strategy management in education carried the weight of 0.23.

3) Integration of teaching and research in line with the community development was given the weight of 0.19.

4) Promotion of reading, writing, and arithmetic skills for primary students was given the weight of 0.12.

5) Education development of Pre-school children in the target areas carried the weight of 0.11.

The environmental indicators are important for the local communities because the people need to conserve the natural resources and the environment to serve the needs of the present generation of the people as well as the needs of the future generations. The people, the natural

resources and the environment are closely related. The people, being part of the nature, utilize the natural resources and the environment which also provide pleasure to the mind of the people, for example, sceneries, landscape, and natural beauty to maintain their living. The environmental indicators were ranked in descending order as follows.

1) Useful utilization of the natural resources in the communities was given the weight of 0.25.

2) Development of the environment to enhance the quality of life in the communities was given the weight of 0.33.

3) Success in strategy management in the environmental aspect carried the weight of 0.20.

4) Participation of the network of all sectors including public organizations, private organizations, leaders of the people, and the alumni network of environmental conservation, carried the weight of 0.12.

For all the indicators, scoring criteria and verifiers were clearly given in the manual for the framework for overseeing and monitoring of the implementation of Rajabhat universities' strategy in local community development with the emphasis on the people.

In summary, the framework for overseeing and monitoring of the implementation of the Rajabhat Universities' strategy in local community development with the emphasis on the people consisted of four principles and 19 indicators. When the implementation of the strategy can be considered in the light of the Lord Buddha's Four Noble Truth. When the universities delegated their representatives to survey the target areas, the first of the Noble Truth (Dukkha) which is suffering was learned. The next step was to determine the cause of the suffering (Samudaya) which is the second of the Noble Truth by setting the objectives of this research in determining the problems and the obstacles for the implementation of the local community projects under the strategy of Rajabhat Universities. The research also tried to find the factors, mechanisms, and ways which are the fourth of the Noble Truth (Magga), to overcome the problems and the obstacles to render the implementation of the projects under the strategy successful, resulting in the cessation of the suffering (Nirodha) of the people which is the third of the Noble Truth, and hence the betterment of the society as a whole (Office of the Education Council, 2019). It is expected that overseeing and monitoring of the strategy implementation following the proposed framework should bring greater success and better efficiency. All of the above leads to new knowledge as shown in figure 2
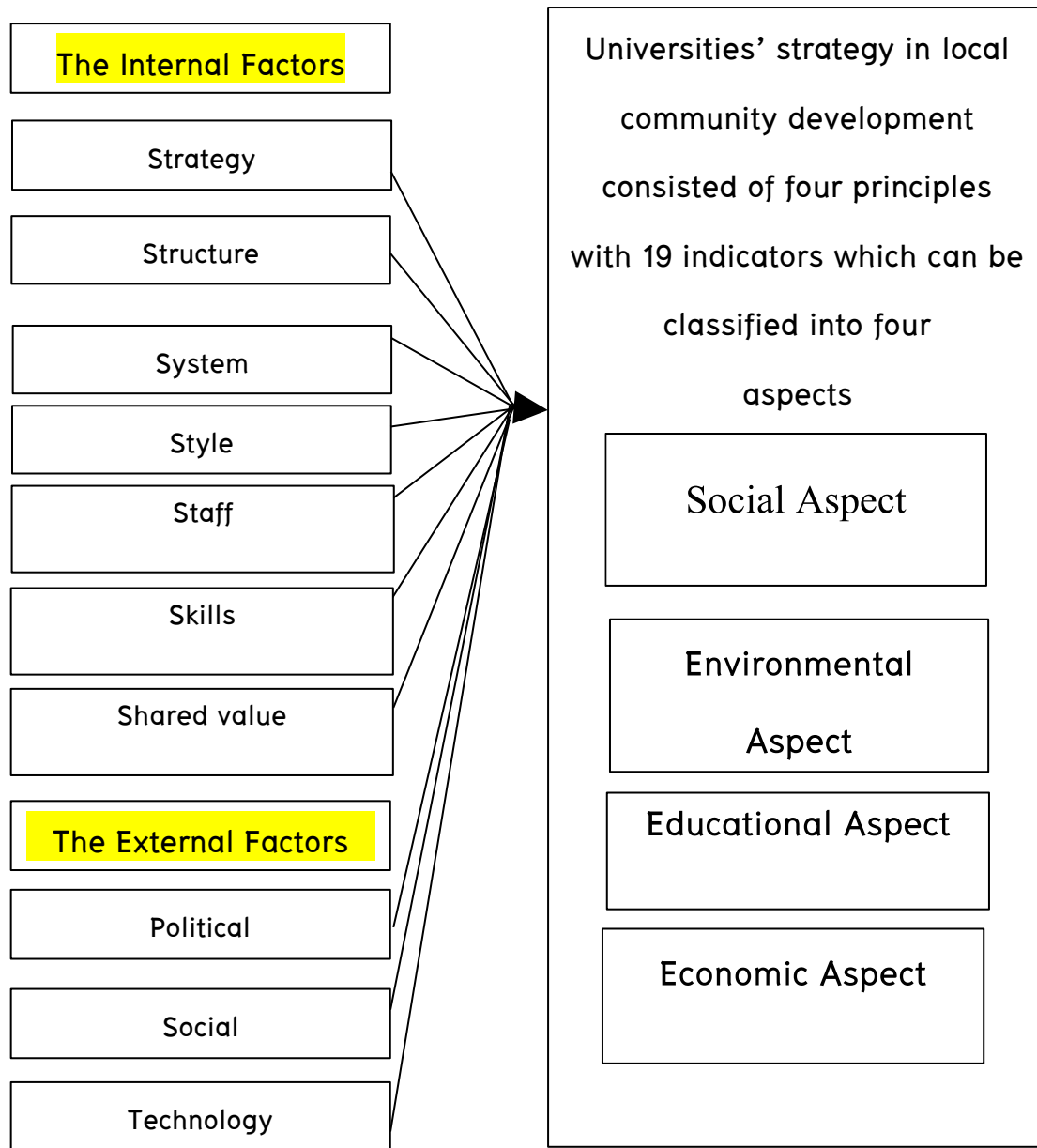
The Internal Factors	Universities' strategy in local community development consisted of four principles with 19 indicators which can be classified into four aspects

The Internal Factors
- Strategy
- Structure
- System
- Style
- Staff
- Skills
- Shared value

The External Factors
- Political
- Social
- Technology

Universities' strategy in local community development consisted of four principles with 19 indicators which can be classified into four aspects

- Social Aspect
- Environmental Aspect
- Educational Aspect
- Economic Aspect

Fig.2 New Knowledge

Recommendations

1. Policy-based recommendations

1) Rajabhat Universities should develop its strategy in local community development in consistence with the provincial plan for integration and collaboration.

2) The administrators of the provinces and the universities should formulate the policy for inclusive local community development.

2. Practice-based recommendations

1) The high-level administrators of Rajabhat Universities should visit the project sites to continuously monitor the progress of the projects to witness the concrete results of the projects and acceptance of the people. For example, the Presidents of Rajabhat Universities visit the project sites by themselves so that the faculty members appreciate the significance of the projects. Such visits will also boost the morale of the project staff.

2) Rajabhat Universities should provide coaching and mentoring for the organizations and the people participating in the projects to gain acceptance and trust from all parties.

3) Rajabhat Universities should cooperate with and support natural leaders such as village sages, spiritual leaders, and those accepted and respected by the people in the community so that the results of the development work are sustainable.

4) Rajabhat Universities should build and maintain systems and mechanisms for coordination among the local development network.

3. Recommendations for future research

1) Research should be conducted to investigate processes, outcomes, and impacts of bringing in Rajabhat Universities' students to learn by using the communities as learning bases.

2) Participatory Action Research should be conducted on the implementation of Rajabhat Universities' strategies with the people taking part in the research so that the people benefit from the development project.

Rights protection of research participants

The researchers explained steps and research processes to those who participated in this study and asked for their participation on a voluntary basis. After agreeing to participate, they could quit at any time. All the data provided by the participants would be kept confidential, and could be revealed only as the overall conclusion that was deemed beneficial for academic purposes. This research adhered to the practices of research ethics in humans. Ethics of this research was examined and passed by the Research Ethics Committee of Burapha University, and granted the research project code HU10922564.

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