

# Community Welfare Fund Management Model under the Sufficiency Economy Philosophy

**\*Dr. Chaiwat Phuakkhong, \*\*Dr. Jumpol Nimpanich, \*Teerachai Kongpatt**

\* Suratthani Rajabhat University, Department of Political Science,  
Suratthani, Thailand

\*\* Department of Political Science, Ramkhamheang University, Bangkok Thailand

<sup>1</sup>*Date of Receiving: 02 December 2023*

*Date of Acceptance: 15 January 2024*

*Date of Publication: 13 February 2024*

---

## ABSTRACT

This article aims to propose a management model for community welfare funds under the sufficiency economy philosophy. The results of the study found that the community welfare fund management model is the 2MBP Model, which will serve as a guideline for operating under the Sufficiency Economy Philosophy that will create stability and sustainability.

**Keywords:** *Management; Community Welfare Fund; Sufficiency Economy Philosophy*

## INTRODUCTION

The welfare system in Thailand in the past arose naturally, consisting of culture, beliefs, and a patronage system that was based on the mutual assistance of family members to the community and then extended to society without a fixed pattern, it is called natural welfare. After the revolutionary change in government in 1932, this welfare policy was presented in Thailand's first "economic outline" that discusses social welfare (Thorn Pitidol, 2017) Later, there was another important welfare system concept, the concept of "From the mother's womb to the grave" with content that reflects the basic needs of human beings from birth until death, namely "When it is time to study, one must receive equal education. When you graduate, you must have a job that will benefit society. People must have a good quality of life. And when he dies, there will still be enough wealth for his wife and children to provide for themselves." (Pachara Sungden, 2020) The political and administrative situation within Thailand caused the concept of welfare provision to be halted to some extent However, this concept still influences the thinking of Thai people and society, which results in the concept being applied in current welfare arrangements.

Thailand is not a welfare state. The Thai government does not have laws regarding the collection of property taxes, inheritance taxes, and high progressive taxes to generate government revenue to provide welfare to the people. Therefore, the Thai state is a welfare system organized by the state that can be separated into 3 groups as follows. 1. Welfare is provided by the government, such as various welfare services through the Department of Public Welfare. 2. Welfare provided by businesses or companies that are arranged based on labor laws such as holidays, leave, and medical expenses. 3. Various communities organize their welfare, such as savings groups for production where profits are used as welfare for members of the group. All 3 welfare groups are still unable to help the people effectively. Because the Thai state still has limitations, such as the inequality in the quality of life of the lower class causing the Thai government to support the community welfare system. This is a system that helps people in the community help each other, thus reducing the burden to some extent (Narong Phetprasert, 2021). For the above reasons, people in the community realized the importance of helping each other within the community. Therefore,

---

<sup>1</sup> *How to cite the article:* Phuakkhong C., Nimpanich J., Kongpatt T.; (February 2024); Community Welfare Fund Management Model under the Sufficiency Economy Philosophy; *International Journal of Law, Management and Social Science*, Vol 8, Special Issue, 23-31

the group was established to organize a welfare system for members to help each other in the community and to strengthen the community.

However, there are still problems and obstacles in developing the fund to be strong and self-sustaining, as seen in the fund review report of the fund. The Community Organization Development Institute for 2022 found that only a small number of funds in Surat Thani Province passed the criteria out of 84 funds, separated into 18 Grade A funds, 36 Grade B funds, and 28 Grade C funds. Funds that are at the level There are 55 funds below the threshold, divided into 34 Grade D funds and 21 Grade F funds (Community Organizations Development Institute Southern Office, 2022). The above problem conditions also affect operations because the Community Welfare Fund still lacks readiness for management and is not yet systematic, and the process of instilling management under the Sufficiency Economy Philosophy is not strong enough. Therefore, necessary to build strength under participation, including the work process of the committee that must keep up with the present situation as well.

## MANAGEMENT THEORY

Luther Gulick & Lyndal Urwicz (1937) defined seven duties of executives, abbreviated as the POSDCoRB Model, which consists of:

Planning is a process that is of first importance. It is a broad structure. that there are things that must be followed in stages ready to state the objectives for performing that work. However, the main policy must be considered so that the plan is consistent with the main policy so that the plan is consistent with the organization's policy.

Organizing is setting up a management format. By clearly defining the duties of the agency as well as specifying the nature and methods of communication between agencies at various levels. Organizing this organization, It may be considered as a line of control or like a lead agency and an advisory agency.

Staffing is the operation of personnel in an organization or agency. It can be called personnel management. Starting from recruiting people to work, appointing them, maintaining morale, personnel development, performance evaluation and personnel procedures.

Directing is the act of diagnosing, commanding, controlling, and supervising operations. An executive is the head of a department that must know how to use leadership. and promote motivation to work.

Coordinating is coordination to ensure cooperation from all departments of the agency in working towards the same objective.

Reporting is reporting on performance and publicizing the work of the agency.

Budgeting is finance and budgets used in management.

Henry Fayol (1949) studied the science of management that can be used with all types of management, which consists of 5 different functions as follows:

1. Planning is setting the organization's guidelines for what to do and where to go which have a certain direction and must be ready to change according to the situation and environment.
2. Organizing is arranging the structure of various tasks and authority into appropriate components that will help the organization's work to be accomplished.
3. Commanding is giving orders or assignments to subordinates. Executives must act as a good example and must understand the operators.
4. Coordinating is linking the work of each department to be coordinated and directed towards the same goal to create unity in the organization.

5. Controlling is the need to monitor and ensure that various activities are compatible with the plans already planned.

In conclusion, management means various techniques and methods, used in operations in the organization to be in line with the set policy, operations will achieve their objectives by using the process in an orderly manner, relying on administrative resources, namely people, money, materials, equipment, and management. Therefore, management is a process where administrators need to use both the “science” and “art” of persuading people to help the organization work to create cooperation and unity in working to achieve success according to the goals that are appropriate to the situation, with the executive having to perform duties as both a leader Effective leader and coordinator. It relies on 7 processes: planning, organization, personnel management, administration, coordination, reporting, and budget management.

### **COMMUNITY WELFARE FUND CONCEPT**

Thai society in the past was naturally supportive. Later, social and economic conditions directly affected the well-being of the people in the community, causing society to change. There is inequality in society, causing the underprivileged to have no welfare to solve the immediate problems. The people in the community then rose to organize the welfare of the community themselves by restoring the system of self-reliance and helping each other. It was upgraded to a project by the social policy of not abandoning each other of the Ministry of Social Development and Human Security in 2006. Community welfare has been defined as one of the measures of social reform and the 2017 Constitution of the Kingdom of Thailand, Section 43(4), specifies that community welfare is a community right according to the constitution. “Individuals and communities have the right to provide a community welfare system, including having the right to cooperate with local government organizations or the state in doing so.”

Community Organizations Development Institute (2020) defines community welfare funds is to create collateral helping and supporting each other of people in the community from birth until death with a variety of forms and methods according to the conditions of the community to create peaceful and happy living together on the principle of self-reliance, giving with value. and received with dignity and created cooperation among related agencies to build a strong community that can manage itself.

In summary, the Community Welfare Fund means People in the community rose to manage their problems together with relevant agencies in the form of welfare provision. The goal is to build a strong community that can manage itself to become a community fund managed by the community for the benefit of the community based on the idea that “Giving with value Receive with dignity.”

### **SUFFICIENCY ECONOMY**

The Office of the National Economics and Social Development Council (2007) defined Sufficiency Economy as a philosophy that points to the way of life and behavior of people at all levels, from the family, and community to the state level. both in developing and managing the country in the middle way especially economic development to keep up with the globalized world. Sufficiency means moderation, and reasonableness, including the need to have a reasonably good immune system against any impacts resulting from both external and internal changes. This requires knowledge and prudence. and extreme caution in using various academic subjects in planning and implementing every step at the same time must strengthen the mental foundation of the nation, especially government officials, theorists, and business people at all levels have a sense of morality, and honesty and to have appropriate knowledge to live with patience, perseverance, mindfulness, wisdom, and prudence. To be balanced and ready to support rapid and widespread change including material, social, environmental, and cultural aspects from the outside world very well.

In conclusion, a sufficiency economy means living with adheres to the middle path, not extremes, based on 3 principles: not too much, not too little. Whatever action cause and effect must be considered. Readiness to accept the changes that occur in two conditions: having a thorough knowledge of the matter to be included in planning and

being careful in carrying out work, being aware of morality, honesty, integrity, patience, and perseverance, using wisdom and know-how to share.

### COMMUNITY WELFARE FUND MANAGEMENT MODEL

Community Welfare Fund Management Model under the Sufficiency Economy Philosophy found that the development model is the 2MBP Model as follows:

1. The Fund Committee (Man) is formed by a gathering of people with ideals and consistent ideas working together with a clear management structure, distributing work according to the knowledge and abilities of each person to Perform duties according to the assigned line of work, such as president, vice president, secretary, treasurer. The Community Welfare Fund Committee applies the Sufficiency Economy Philosophy in performing its duties. It is necessary to use morality and ethics as the basis of operations. In this regard, the fund committee must know how to seek knowledge along with receiving continuous training to develop knowledge and abilities to be more comprehensive. Moreover, they will be able to bring knowledge to work and help correct and improve work carefully based on honesty and integrity, especially the leaders of the fund committee who must seek a lot of knowledge. Must be strict in morality and ethics to be a good example for members of the fund and must be able to continuously monitor and evaluate the work according to the progress of the team. Therefore, the community welfare fund committee should have the following characteristics: being persons who must develop and seek knowledge all-round ability, being honest, and strict in morality and ethics to be a good example for members of the fund.
2. In terms of operating methods (Method), the committee needs to study and learn from the work that they are doing. This means that the fund committee must first understand the principles of the community welfare fund and how it operates. Various books, textbooks, manuals, and those who have operated successfully will be able to apply them to their fund operations. The committee and members jointly issue fund regulations, and an operational plan to be used as a guideline for practice that is appropriate for your area without thinking of copying from anywhere else. The rules and plans of the fund should consider taking care of each other within the community as the focus for the fund to operate successfully, as planned, and be assessed and checked regularly. Therefore, applying the Sufficiency Economy Philosophy to work. It is necessary to use morality and ethics as the basis of operations. In this regard, the fund committee must know how to seek knowledge along with receiving continuous training to develop knowledge and abilities to be more comprehensive. Moreover, they will be able to bring knowledge to work and help correct and improve work carefully based on honesty and integrity, especially team leaders must seek a lot of knowledge. Must be strict about morality and ethics to be a good example for members.
3. Budget (Budget) The operation of the budget fund will be the driving force for the work to run smoothly or be interrupted. It must be carefully considered. Therefore, budget management must consider budget planning as a priority. Budget planning requires both short-term and long-term planning to forecast income and what are the expenses of the fund? The next step is to find a budget or capital to be used within the fund and pay welfare to members. In addition to the main income from members' contributions, the fund committee must also find a budget from other sources. In applying the Sufficiency Economy Philosophy to the management of community welfare funds. In terms of budget, spending decisions should be rationally considered from the available fund budget, be correct and true according to academic principles and be prepared for various impacts that will occur from both internal and external factors. Therefore, the fund's budget operation requires both having knowledge about planning and knowing how to find budget sources to pay for the fund's operations and paying welfare assistance to members. and consider fairness and help members equally. There are also financial operations that are transparent and auditable.
4. Policy aspect: Policy is an important component of community welfare fund management that affects the fund committee and members both positively and negatively. Policy means the direction that society sees or believes that action should be taken in that direction. The establishment of the system and mechanisms of the Community Welfare Fund Committee must be jointly approved at the legal level. There is a policy to reduce the gap between the government sector and the public sector. Measures from the government that are unclear therefore lack confidence. Therefore, laws should be pushed to become clear policies by government agencies. Therefore, there must be cooperation from all parties in jointly designing every

agency to create a policy for implementation such as the local government issues regulations together with the Community Welfare Fund Committee to be an important guideline in operations.

## DISCUSSION

Studying the application of the Sufficiency Economy Philosophy, which is the principle of following the middle path that is applied to the community welfare fund can present the model for developing community welfare funds. The results can be discussed as follows.

First, the committee should be persons with a volunteer spirit, not expecting anything in return, operate transparently, have morality, and should receive knowledge management, encourage knowledge, and ability to manage funds to create learning that can adapt to the situation. There is training for the committee, and create activities together. So that learning can answer the situation, such as using a system for managing finances using media to send messages using analytics through the system to enable the network to review and submit budget requests. This comes from learning new things and integrating them into work. This is consistent with the results of quantitative research indicating that the Community Welfare Fund Committee does not receive regular training, seminars, and work visits. As a result, the Community Welfare Fund Committee lacks knowledge and understanding of the operational processes of the Community Welfare Fund and the Fund Committee. Knowledge has not been developed. The matter of applying technology to continuously analyze and report results has resulted in the Fund Committee's lack of computer skills to report results. It is also consistent with Saowaluck Phanthfak's (2018) study on the Development of the Community Welfare Fund in Nonthaburi Province. It was found that the factors that most affect the development of the Community Welfare Fund in Nonthaburi Province are responsible and transparent management. The most important problems and obstacles in the development of the Community Welfare Fund. Including tracking the use of community welfare funds. and planning to effectively monitor the transparency of community welfare fund operations. Suggestion section Relevant agencies should organize training to create an understanding of community welfare fund management or should organize seminars to study the operations of a strong community welfare fund. and succeed It is also consistent with the study of Bampen Phongphetdit (2018) who conducted a study on the Development of a welfare fund management model in Ratchaburi Province towards strength and sustainability. It was found that the management style for sustainability comes from self-reliance operations by integrating various funds and evaluating their performance. Sustainability through knowledge management passes on knowledge. It is a learning center with volunteers and a succession of positions. Development is managed according to the principles of good governance. Everyone participates and a network of cooperation is created both internally and externally. Promotion by creating knowledge from folk wisdom, understanding, faith, and confidence cooperation network public relations, management according to the principles of good governance under the Sufficiency Economy according to the knowledge management model, one can rely on oneself, continuously develop, and improve work, and promote local wisdom.

Second, regarding the budget, the Community Welfare Fund should operate under moderation in spending the budget and should not provide welfare or other expenses beyond the potential of the fund until it may have an impact on the existing budget of the fund, and the budget must be managed transparently and fairly. Budget spending can be inspected at every step to build confidence among members and other agencies who will join in providing support to the fund to ensure its sustainability further, consistent with the study of Chakparun Wichaakkharawit (2012) studied the matter basic educational institution administration model based on the philosophy of sufficiency economy found that preparing and submitting budget requests according to suitability and actual needs taking into account the appropriateness and necessity of the educational institution by analyzing the direction and strategy of the agency and a clear detailed structure of plans, projects, and activities has been prepared based on transparency and fairness can be checked as well as being honest in financial management, accounting, and procurement.

Third, operational methods; The method of operation is very important because if the Community Welfare Fund does not know the operation of the fund, it will cause the fund to not operate according to the fund's format. Therefore, the Community Welfare Fund needs to study and learn about the work that the fund is doing. Follow the rules operation plan that the members and committee jointly designed to suit their context and is assessed, and

checked regularly by the way, all of these operations must be carried out with sufficiency or moderation. It must not be extravagant, but it must not be so frugal that the operation cannot be carried out, most importantly, it must be reasonable, be honest, and not take advantage of others. Protection is created from impacts and changes from changes both within the fund and outside the fund. However, the entire operation method requires knowledge that is correct according to academic principles and morality. Do not harass or take advantage of each other and have a kind and generous heart. and have a public mind. Consistent with the work of Kannika Panpuk (2019), studying the work under the Sufficiency Economy Philosophy concept of employee's local government organizations in Pluak Daeng District, Rayong Province, the research results found that the guidelines work under the Sufficiency Economy Philosophy concept of employees of local government organizations in Pluak Daeng District, Rayong Province. It was found that employee performance under the Sufficiency Economy Philosophy is an important thing that can be adhered to by moderation in spending economically, not extravagantly, be careful, use reason in making decisions. There is planning and applying the knowledge to strengthen their immunity. This is also preparation for dealing with risks and problems that arise. In addition, knowledge is considered a factor. Important to work therefore, employees should diligently study and acquire knowledge including exchanging mutual experience along with having morality, ethics, honesty, transparency, and embracing the principles of Dhamma as an anchor of the mind and applying Buddhist teachings to work.

Fourth, policy aspect; Policy determination is an important factor that affects the operation of the community welfare fund. Therefore, the community welfare fund must set policies to provide services to the fund members to develop the fund itself. Therefore, formulating and managing policies based on the Sufficiency Economy Philosophy should begin with practice, that is, starting with building true confidence and faith. and must consider whether the goals are appropriate or not in line with middle principles or not. The policies that have been formulated have been carefully studied and planned. What are their short-term and long-term effects? Can they be successful or not? In framing and setting policies, there must be a basis of knowledge and morality based on good governance principles that promote participation and transparency which is consistent with the work of Phrakhrupalad Prawit Warathummo (2021) on the Thai government's public policy determination found that public policy is a matter that the government decides to do or not do. public policy requires both art and science. It must be planned and carried out systematically. Human resources are allocated operational budget: Projects are prepared with consistent operating procedures and are appropriate to the actual conditions throughout the needs of the people in each matter and each area Policymaking is the decision to lay out the broad guidelines for solving problems or development or responding to needs is important Deciding how to formulate policy, The process of formulating policy includes identifying the problem, gathering information about the problem. Problem analysis sets educational goals and policy-related constraints. Designing policy options alternative analysis preparation of draft policies and recommendations for policy implementation strategies and approval and announcement as respective policies.

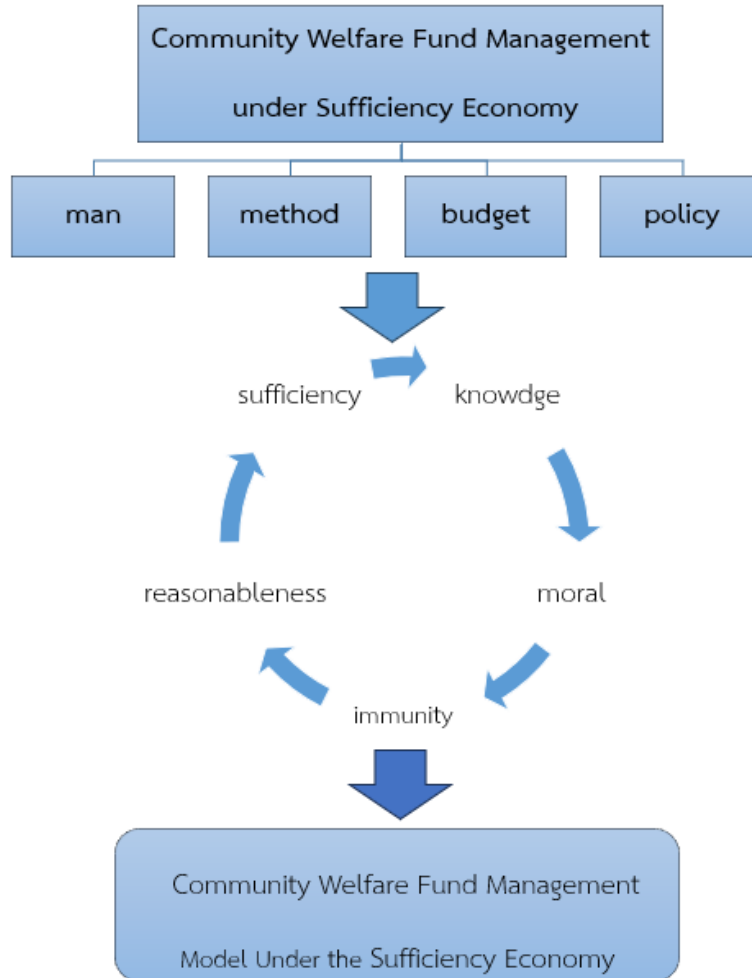
## SUMMARIZE

Studying the context of the Community Welfare Fund Committee found a problem in the fund committee. There are not many people joining the work because the fund committee works on a volunteer basis with no compensation or incentives for working. As a result of this problem, each fund lacks many personnel to work together for the common good. Most of the fund committees are made up of senior citizens only. It was also found that the fund committee had not received training to develop knowledge of operating procedures in the fund. As a result, most of the fund committee still did not understand the principles. Principles for operating in the fund This is consistent with a study of the management issues of community welfare funds under the Sufficiency Economy Philosophy that found that fund management in terms of knowledge conditions. The reason is that the fund committee has not continuously developed knowledge on various issues such as applying technology to store data analyze and report on fund performance.

From the results of the above study, the researcher proposes the model for developing the management of community welfare funds under the Sufficiency Economy Philosophy as follows: Training should be developed to provide knowledge to the fund committee and those involved with the fund. on various issues ranging from the principles of the Fund's operations. Preparation of all types of documents in the fund, such as documents for creating a correct accounting system. Documents for applying for budget support from government agencies and accurate

performance reporting documents. In addition, the Community Organization Development Institute and local administrative organizations should promote and support the creation of knowledge for the Fund Committee. in managing the fund to be effective in the future.

**NEW KNOWLEDGE**



The model for developing the management of community welfare funds under the philosophy of sufficiency economy must rely on factors from all 4 aspects: the committee, operational methods, budget, and policy, all 4 aspects are managed under the Sufficiency Economy Philosophy. This can be explained as follows.

As for the committee (Man), the community welfare fund committee plays a very important role in managing the fund because the fund committee is the person who must be well-versed and understand the methods of operations, and budget management and must set and receive policies from relevant agencies to implement. Therefore, the fund committee should be people with knowledge and a thorough understanding of community welfare and be moral, honest, transparent, and able to be verified under the Sufficiency Economy Philosophy.

In terms of operating methods (Method), the Community Welfare Fund needs to study and learn about the work that the fund is doing, follow the rules operation plan that the members and committee jointly designed to suit their context, and is assessed check regularly by the way, all of these operations must be carried out under the Sufficiency Economy Philosophy. It must not be extravagant, but it must not be so frugal that the operation cannot be carried out, most importantly, it must be reasonable, honest, and not take advantage of others. Protection is created from impacts and changes from changes both within the fund and outside the fund. However, the entire operation method requires knowledge that is correct according to academic principles and morality.

**Budget:** The Community Welfare Fund should operate under moderation in spending the budget. It should not provide welfare or spend in other areas beyond the potential of the fund until it may have an impact on the existing fund budget. The budget must be managed with transparency and fairness, able to monitor budget spending at every step to build confidence among members and other agencies that will join in providing support to the fund to ensure continued sustainability.

**Policy aspect (Policy)** Community welfare funds should set policies and receive policies from relevant agencies, support them, and put them into practice under the Sufficiency Economy Philosophy. and must consider whether the goals are appropriate or not in line with middle principles or not. The policies that have been formulated have been carefully studied and planned. What are their short-term and long-term effects? Can they be successful or not? In framing and setting policies, there must be a basis of knowledge and morality based on good governance principles that promote participation and transparency.

In summary, the management of community welfare funds under the Sufficiency Economy Philosophy relying on all four factors and implementing them under the Sufficiency Economy Philosophy, the community welfare fund can be strengthened, self-reliant, ready to accept changes and impacts from the economic and social systems outside the community based on love unity of people in the community.

## SUGGESTIONS

1. The fund committee still lacks operational knowledge. Therefore, knowledge should be developed for the community welfare fund committee by organizing continuous training for the fund committee.
2. An interesting issue that can be developed further to make community welfare fund management even better is regarding knowledge conditions, therefore, relevant agencies should organize training and seminars to develop and enhance skills in managing community welfare funds even further.

## REFERENCES

1. Community Organizations Development Institute (2020). Subdistrict Community Welfare Fund Administration Manual. Bangkok: Community Organizations Development Institute.
2. Fayol, H. (1949). General and Industrial Management. London: Sir Isaac Pitman & Sons, LTD.
3. Gulick, L.H. (1937). Notes on the Theory of Organization. New York: Institute of Public Administration.
4. Maipim, S. (2017). Development of Sub-district Community Welfare Fund Participation in Chachoengsao Province [Master's Thesis, Rajabhat Rajanagarindra University].
5. Ngambunsueb, J. (2017). Management of Ayothaya City Welfare Fund. Phra Nakhon Si Ayutthaya District Phra Nakhon Si Ayutthaya Province. Valaya Alongkorn Rajabhat University Under Royal Patronage: P.A.T.
6. Office of the National Economic and Social Development Board. (2007). Philosophy of Sufficiency Economy. Bangkok: 21 Century.
7. Panpuk, K. & Chaimusik, S. (2019). Working under the Concept of Sufficiency Economy Philosophy of Local Government Organization Employees in Pluak Daeng District, Rayong Province. Journal of Graduate Review Nakhon Sawan Buddhist College, 7(2), 301-312.
8. Phanthfak, S. (2018). Working Under the Concept of Sufficiency Economy Philosophy of Local Government Organization Employees in Pluak Daeng District, Rayong Province. Thesis of Master of Political Science, Program in Government. Nakhon Pathom: Mahamakut University.



9. Phetprasert, N. (2021). Build Thai society into a welfare state. Bangkok: Samsikkhalai.
10. Phongphetdit, B. (2018). Model Development and Management Ratchaburi Fund going on a strong and Sustainable. Yala Rajabhat University. Boromarajonni College of Nursing, Ratchaburi.
11. Pitidol, T. (2017). The Development of Welfare System in Thailand from 1932 to 2000 Observations from Comparing Theories with the Experience of Thailand. The Thammasat Journal of History. Thammasat University.
12. Sungden, P. (2020) From the mother's womb to the sediment Read Puey Ungphakorn's Dreams [Online]. Available: <https://adaybulletin.com/life-feature-from-womb-to-tomb-puey-ungphakorn/47552>. [2022, April 18].
13. Tanjapatkul, N. (2020). A welfare state can be achieved, the state and the people's sector must trust Each other. Available: <http://www.the101.word/pakpoom-seangkanokkul-interview.com>[2022, April 17].
14. Tassanee Lakkanaphichanachach (2005). Social Administration and Thai Social Structure. Bangkok: Mr. Copy. (Thailand).
15. Warathummo, P. & Santacitto, S. & Sodprasert, S. (2021). Public Policy Formulation of the Thai Government. Journal of MCU Nakhondhat, 8(3), 29-43.
16. Wichaakarawittaya, C. (2012). The Model of Basic Educational Institution Administration According to the Philosophy of Sufficiency Economy. Chiang Mai Rajabhat Research Journal, 13(2), 73.