

The Driving of Participatory and Achievement-Focused Integration Process as A Solution to Grassroots Economy in The COVID 19-Era Using Management of Knowledge and Research to Benefit Community and Society: A Case Study of Nakhon Si Thammarat Province

Nopparat Chairueang*

Faculty of Education, Nakhon Si Thammarat Rajabhat University

Received 25-06-2024

Revised 26-06-2024

Accepted 15-07-2024

Published 17-07-2024



Copyright: ©2024 The Authors. Published by Publisher. This is an open access article under the CC BY-NC-ND license (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

Abstract:

The drive for Participatory and Achievement-focused integration process as a Solution to Grassroots Economy in the COVID 19-Era aims to manage the participatory and achievement-driven integration, coordinate the integration, participatory, and productive efforts of government agencies, the private sector, civil society and communities in solving problems and developing the Grassroots Economy. The target groups include farmers and entrepreneurs in Nakhon Si Thammarat Province. The tools used in the research were questionnaires, visit forms, interview forms and an evaluation form for knowledge management and research for community and social use. The results of the project were found that:

1. The driving of Participatory and Achievement-focused integration process as a Solution to Grassroots Economy in the COVID 19-Era using Management of Knowledge and Research to benefit community and society consisted of 5 major stages, divided into sub-stages as follows: Action Plan Stage: (Planning); with 6 sub-stages, Action Stage: (Doing); with 2 sub-stages, Action Project Monitoring and Evaluation (Checking) with of 2 sub-stages, Improvement and Development Stage: (Acting); with 2 sub-stages, and Action Reflection Stage: (Reflection); by the meeting of researcher, publishing and disseminating academic articles in national journals.

2. The results of promoting and coordinating the integration of government agencies, the private sector, civil society and communities found that all departments cooperated and demonstrated readiness to promote and support the project, including partaking in monitoring and extending the results of every project.

3. The results of monitoring and evaluation of the project implementation suggested that 1) every sub-project had its objectives lined in consistency with the policy of Thailand's Ministry of Agriculture, 2) increase income for farmers and communities, 3) farmers, entrepreneurs and communities express a high level of satisfaction with the project implementation, 4) the project helps build a career, generate income, and so a better quality of life, 5) Create participation and integration of agencies in the development of Grassroots Economy and solve problems for those affected by the COVID-19 epidemic.

Key words: Participative Integration and Achieve Results, Local Economic, The COVID – 19 Virus

Introduction:

The COVID-19 pandemic has generated adverse impacts on the economy of Thailand, especially small businesses such as restaurants, and retail stores (Oratai Uatrakul, 2020, 155-158). The

adaptation of entrepreneurs to the situation at hand is highly important. This is particularly the case for the tourism industry being compromised by millions of tourists either deferring or suspending their travel plans (Paul, & David, 2020, 1015-1018; Chakkrit

Srisaeng, 2020, 176-179). In addition, this global health havoc affects the occupation of people, increases the unemployment rate and several occupational changes (Jutarat Laoprahman et al., 2021, 113-115). Management of knowledge, research in service of community and social utilization in creating jobs to generate income for those affected by the COVID-19 economic crisis is therefore necessary. Actions taken to address economic and social problems (Nipaphan Gensantikul, 2020, 602) require cooperation and resources. Enriched with human resources, budget and knowledge, technologies and innovations as part of the development together with a participatory applied process capitalizing on roles played by all sectors, the outcome in addressing issues faced by communities, societies and the country.

In this regard, the researcher recognizes Nakhon Si Thammarat Province as a model province for project implementation. The province has many confirmed cases of suffering in economic, social, environmental, cultural, educational, information technology and health aspects (Nakhon Si Thammarat Provincial Public Health Office, 2021, 15) In addition, the spread of the COVID-19 virus has also affected occupations and unemployment rates and overall economic conditions. The impact is manifested in an increase of income, reduced expense on the consumption of various products as well as reduced savings (Wichien Munlai et al., 2021, 333). The researcher has developed the notion that transferring the body of knowledge, technology and innovations to the community is a significant tool in solving the community's economic problems. The process relies on participatory management focusing on achievements of all sectors to build a career, generate income and create a good life for farmers and entrepreneurs which is the foundation of the country's economy.

Research objectives:

1. To manage the Driving of Participatory and Achievement-Focused Integration Process as a Solution to Grassroots Economy in the COVID 19 using Management of Knowledge and Research to

Benefit Community and Society: a case study of Nakhon Si Thammarat Province

2. To promote and coordinate Participatory and Achievement-Focused Integration Processes of the government agencies, the private sector, the civil sector and communities in solving problems and developing the Grassroots Economy

3. To monitor and evaluate the projects' outcomes under the research plan: Knowledge Management, and Technology and innovation to enhance the quality of life and the community economy in the target communities

Statement of the Problem:

The researcher has studied the concepts, theories and research as follows:

1. The principles and concepts of Participatory and Achievement-Focused Integration Process.

Integration is essentially the harmonization of plans, information processes, and resource allocation in alignment with the organization's key goals and effective integration where the main idea of integration is association and coherence (Barkley, 2006, 415). The integration is deemed to be conceived under a holistic consideration possible with three factors on board including the subunits, subunit relationship and completeness. The government has issued provisions related to integrated administration within a province or a group of provinces. Meanwhile, the 20-year National Strategic Plan (2017-2036) is set out in the strategy of participatory public administration and spatial management by focusing on adjusting the operating process and altering the structure of the government agencies to be suitable for integrated work. Key summaries include 1) Collaborative integration 2) Formal relationship structuring being a factor affecting the framework for cooperation and 3) the role of the leader in forging the cooperation. It is a factor that causes the intermediary to link cooperation to drive the collaborative process. and an important factor in shaping collaborative processes (Helen Sullivan & Chris Skelcher, 2002, 271). The role of a leader in cooperation bridges all

parties to work in collaboration. It also determines the collaborative work process (Helen Sullivan & Chris Skelcher, 2002, 271). Therefore, the researcher has resolved that integration is the type of thinking defined by the 3-step process, namely 1) Disassembling the framework: involving practices on integrative thinking with connecting the dots to achieve the goals and project clearer pictures 2) broadening the framework: involve identifying causes, analyze the situations and address the problems associatively, and 3) covering the framework: similar to comprehending a whole piece of jigsaw puzzle completed, however, with adjustability resulting in creative contradictions.

2. Concept and principle for driving Grassroot Economy

“Grassroot Economy” is an economic system of a self-reliant local community operating under a Sufficiency Economy Philosophy setting in which everyone helps one another. It is the economic system conducive to economic, social, cultural, environmental and natural resource development with sustainability. The grassroot economy needs to include the most holistic approach in development and management overseen by the local communities (Sub-Committee on Strategic economics, Foundations, 2016, 48). The integral components of the grassroot economy are cooperation to create collective power for collaboration, systems to manage community capitals, comprehensive data systems, both internal and external, collaboration systems with the community rules, entrepreneurship ethics and inclusiveness of the community members. With this concept, Grassroot Economy has emerged as an alternative of Thailand to reduce economic disparity. Leaders play a major role in pushing for real change leading to sustainability. On the other hand, if community leaders lack management skills or trivialize collaboration with community members, it is almost impossible to succeed. Three factors constituting sustainability development comprise with 1) Economy 2) Ecology and 3) Human. Hence, the presumption is that development failure stems from incompleteness of each of these areas to the extent of balance, and holistic integration. For this

level of enhancement to conceive, human will have to play a key part instigating genuine integration (Chalida Sornmanee, 2019, 46). Accordingly, driving the grassroots economy needs devised concepts and guidelines by 1) making sub-district areas a stronghold, setting goals, formulating strategies, and training mainstays to lead on a sub-district, district or provincial level. Also, there needs to be a driving mechanism developed for every level to suit the community’s resource management.

3. Management of research knowledge for the benefit of the community and society

Preliminary knowledge management operates under 5 key principles

- 1) determining major knowledge necessary for works, and activities of associations or communities and seeking the knowledge needed
- 2) improving, altering, developing or creating partial knowledge suitable with ones’ own works, works of the associations or teams
- 3) integration of knowledge into ones’ works or works of associations, teams or communities
- 4) integration of work experiences or knowledge with that of others and extracting the crux and core to be documented and
- 5) Documenting crux and core of the knowledge to be mobilized and refined to become a comprehensive set of knowledge more connected and suitable for utilization. The knowledge management process is the process leading to the development of knowledge or knowledge management within an association. In this regard, 7 steps (Office of the OPD and the National Productivity Institute, 2006, 25-31) including
 - 1) Indication of knowledge: this means consideration that organizations are led by visions, missions, strategies and goals. There needs to be the approaches to achieving the goals set and what are demanded for it, what knowledge is available and how it is present
 - 2) Creation and seeking of knowledge such as creating a new set of knowledge, seeking knowledge

from external sources, maintaining the existent knowledge and removing that considered irrelevant

3) systematizing the knowledge: this involves laying out and establishing the knowledge structure to prepare for future systematic knowledge archiving

4) processing and filtering knowledge: this is concerned with, for example, standardizing document forms using the same language with refined content

5) accessing knowledge: this means users' accessibility to knowledge with convenience such as information system, (IT) web board, bulletin boards etc.

6) Exchanging of knowledge: through diverse methods. While explicit knowledge may be transformed into documents, knowledgebase, and information technology, tacit knowledge can be disseminated in cross-disciplinary team systems, activities regarding quality and innovation, learning communities, mentorship systems etc. and

7) Learning: learning ought to be made part of works such as establishment of a learning system derived from creation of the knowledgebase followed by its application which results in learning, gaining of new experience and rotating it continuously, etc.

Research Methodology:

This study is conducted using Mixed method entailing the following procedures:

Planning consists of 6 steps as follows:

1. Analyzing target groups: to recruit the samples for research and development, the inclusion criteria were set including 1) occupation affecting a large number of participants 2) occupational groups affected by the COVID-19 spread 3) occupational groups in which the researcher has specialized knowledge and technology at a developable degree 4) occupational groups which the leaders are interested in and willing to cooperate 5) community leaders are interested in and willing to cooperate.

2. Studying the current condition, problems and needs of agriculturists, entrepreneurs and communities to consider determining the framework for transmitting knowledge, technology and innovations through exploration and field investigation allowing in-person talks with the target groups in Nakhon Si Thammarat province.

3. Conduct literature reviews to study the concept, ideas and theories in determining the conceptual framework for transmitting knowledge, technology and innovation to promote life quality and community-based economy in the COVID-19 using the Participatory and Achievement-Focused Integration Process.

4. Conducting integration and cooperation with government agencies, public sectors, civil society sectors and communities to solve problems and develop the grassroots economy during the COVID-19 era

5. Arrange meetings between the researcher team, farmer representatives, entrepreneurs and communities to collaborate in the process of designing transmission methods for knowledge, technology and innovation for the community and establishing frameworks and topics in knowledge management, research for community and society which consists of fundamental data analysis of career-related problems, income and other needs, an in-depth study of the problems and needs of the target group in depth.

6. Arrange a preparatory meeting to prepare for implementing the plans and conducting projects by organizing a meeting of the research team for all 6 projects that are supported. The researcher also took this opportunity to emphasize the principles, project objectives and goals.

The Action Stage (DO) consists of two sub-steps as follows:

1. The research team visited the sites in each project to coordinate and build mutual understanding with farmers, entrepreneurs and communities, as well as local agencies in terms of the objectives, goals and

guidelines for the implementation of the transfer project of knowledge, technology and innovation.

2. The research team conducted activities according to the plans of each project to transfer knowledge, technology and innovation for the benefit of the community and society to the designated target group according to the specified timeframe being 14 August 2020 – 15 August 2021.

Project Monitoring & Assessment (Check)

consists of 2 sub-steps as follows:

1. Monitoring and evaluating of research projects under the research plan: Knowledge management, technology and innovation to enhance the quality of life and the spatial economy of the community in the era of the COVID-19 virus, all 6 projects.

2. Evaluation of the implementation of the transfer of knowledge, technology and innovation to enhance the quality of life and the spatial community economy in the era of the COVID-19 virus using the Participatory and Achievement-Focused Integration Process.

The Improvement and Development Stage (Act)

consists of 2 sub-steps as follows:

1. Listening to opinions through conversations with farmers' groups Entrepreneurs and target communities to bring comments and suggestions in the implementation of the project

2. Presentation of the draft report to the funding source, some experts have knowledge and expertise in various matters to give their opinions and suggestions on the implementation of the project. To improve the report of project results to be complete, most accurate and can integrate knowledge from project implementation into the delivery plan and create awareness for the public or interested parties

Reflection Stage consists of the process as follows:

The research team arranged a meeting for knowledge management by taking lessons from the project results in the dimension of success, problems, obstacles and development guidelines for expanding potential and networks in the future. In

addition, the body of knowledge is extended towards sustainable development and published as an academic article in national and/or international journals. The results of each of the projects were summarized reflecting a common goal, namely career building, monetization, creating a good quality of life and engagement. Further objectives are sustainability.

Results and Discussions:

The result of the research:

The results of the implementation of the Participatory and Achievement-Focused Integration Process are as follows:

1. Studying the current condition, issues and needs of farmers, entrepreneurs, and communities to determine the framework to transfer knowledge, technology and innovation. Overall, before the project implementation, it was found that there were consistent problems such as a lack of good and quality cultivars, product quality problems, and uncertain product prices, high production costs, farmers and entrepreneurs lacking skills in processing products for added value. In addition, tools or machines are also expensive. Farmers lack innovation for development. Collaboration as a team among farmers is not yet strong. There is also a lack of greenhouses for storage and product processing as well as labor problems, and high labor costs, resulting in insufficient income for livelihood and some locals have been affected by unemployment.

2. Results of promoting and coordinating integration of the government agencies, private sectors, civil society and communities in solving problems and developing the Grassroots economy by using a Participatory and Achievement-Focused Integration Process. it was found that all departments put in cooperation and readiness to promote and support the project including taking part in monitoring and extending the results of every project. In the meeting, awareness was created. Opinions and various suggestions were given by local authorities. Regarding participation in the movement, project management was conducted with heads or

representatives of the agencies partaking in the monitoring and evaluating of the project to share opinions and give suggestions. In the implementation of the project, the integration and cooperation with government agencies, the private sector, and the civil society sector, and communities seemed to be well coordinated in solving problems and developing a grassroots economy in the era of the COVID-19 virus. It was found that many key agencies that positively responded and were willing to join the project both at the provincial and regional levels.

3. The results of the project to transfer knowledge, technology and innovation to communities and society can be summarized according to the objectives and goals as follows:

3.1 Results of the project implementation found that farmers and entrepreneurs agreed that the project implementation has resulted in knowledge and understanding of problem-solving, and product quality development to ensure quality and standards, product processing for added value, forming groups to create bargaining power, a network of cooperation, expanding marketing channels, the production chain system and others affecting the confidence and strength of agriculture. The most important is the coordination and integration for the extension of the provincial departments, and local agencies in the area as well as universities and academics. it is an unprecedented phenomenon.

3.2 Results of monitoring and evaluation of all 6 research projects under the research plan, knowledge management, technology and innovation to enhance the quality of life and the spatial economy of the community in the era of the COVID-19 virus, in all 6 projects suggested as follows:

3.2.1 In terms of building a career, it was found that farmers and communities were greatly affected. The price of major agricultural crops has dropped. The existing main income from agriculture is much less. Extra income from growing peppers pepper planting, breeding beef cattle and raising white crabs are still being impacted as agricultural and crab farming products are unable to reach the market as

expected. However, agriculturists and entrepreneurs are still satisfied with the project to transfer knowledge, technology and innovation. However, the participants perceived that receiving knowledge from academics optimizes the products' quantity and quality. Once the COVID-19 virus situation has improved, everyone reported confidence that it will help farmers earn a higher income than before. Most importantly, this project will assist farmers and entrepreneurs in creating new careers and expanding production scales. Those who are unemployed can also take this as a guideline to build a career.

3.2.2 In terms of income generation, it was found that the income from the 6 projects, including the chili planting project, pepper planting, and beef cattle farming, cannot yet significantly increase the income because the farmers were not able to add products and expand the market due to the situation of the COVID-19 virus. Focusing on product processing white crab can still generate continuous income because it can modify the condition of the deteriorating shrimp pond. Thus, it can still build a career and generate continuous income. including the quality of crab farming. Regarding the tourism landscape improvement, the impact can still be seen. Nevertheless, from the implementation of the project, farmers and entrepreneurs think that the project can contribute to improvement and supporting of tourism business in the future as well.

3.2.3. Building a good quality of life: after the implementation of the project to transfer knowledge, technology and innovation, it was found that farmers and the entrepreneurs participating in the project said it helped to project a better future direction. Learning from the project also enables quality product development. Processing assisted farmers in extending the time it takes to bring their produce to the market. Therefore, product pricing has been much higher than before. Additionally, farmers have been introduced to important marketing and distribution channels. Agricultural products have helped farmers reduce their expenses and have a better quality of life.

3.2.4 Creating collaboration: Engaging everyone for participation, and conducting projects, the research team has coordinated and sought cooperation with various agencies working on agriculture, livestock, fisheries, tourism and government both at the local and provincial level. It was found that all agencies dedicatedly cooperated in the implementation of the project at every stage including planning, executing, monitoring and evaluating project implementation and providing support in all dimensions, academically: supporting personnel to attend the event, materials and supplies to support activities, etc.

3.2.5 **Creating sustainability:** Group discussion with the locals revealed that receiving academic support from the university helps farmers to establish high standards and quality of the products as well as a larger volume of processed products. Most importantly, a wide range of agencies have immersed themselves in acknowledging the real problems and the needs of farmers, making them appreciate the potential value that will be generated from the project. Therefore, local authorities were able to provide support. For many of the projects, local government have offered to turn them into project plans to support farmers and entrepreneurs in the future which will create guarantees and sustainability

Discussions for Research:

1. Administering and driving research plans, management of knowledge, technology and innovation to enhance the quality of life and area-based local economy during the COVID-19 era based on Sufficiency Economy Philosophy. With the Participatory and Achievement-Focused Integration Process being applied, it was found that the farmers and entrepreneurs have agreed that the project implementation helped deepen knowledge and understanding about solving problems, development of product quality to measure up to the standards, and product processing creates value added. It also includes forming groups to build bargaining power, exchange of knowledge with academics to enhance competitiveness and forging a network of

cooperation This is consistent with the results of a study by Hathaichanok Katasomboon (2020, 477) looking into the development of the community's potential to create a sustainable grassroots economy. It was clear that the community's economic development was appropriate for the community to create a new learning process to build stability of the Grassroots Economy and develop skills in the learning process of community members and collective learning in the community (Tepsongkroh, 2015, 25-33). In addition, the implementation of the project has received cooperation from the local authorities and was consistent with the research results of Thanachart Chotthanan and Kritchawat Lowatcharin (2019, 113 – 114). A study on the potential for Grassroots Economy Development in the foundations of local government organizations in Udon Thani Province revealed that the municipality was ready in terms of materials, equipment, buildings and places. If the government has decentralized powers in the development of the foundation economy, the local government agencies can formulate policies to meet the spatial needs.

2. After promoting and coordinating the integration of government agencies, the private sector, and civil society and communities to solve problems and develop a grassroots economy using the Participatory and Achievement-Focused Integration Process and aiming for results, it was found that all departments cooperated and were ready to support the project, including taking part in monitoring and extending the results of every project. In the meeting, awareness was created and opinions, various suggestions from local authorities and government agencies and participation in project management. This is consistent with research by Austin & Seitanidi (Austin & Seitanidi, 2012, 726 - 758), which found that systematic collaboration should be encouraged to enhance operational efficiency and increase common value. The results were also in line with the study by Pattana Boonyaprapha, Surasak Nummesri and Somsak Boonchaeng (2017) pointing out that solving pollution problems requires the integration of local

education to solve air pollution problems in the community.

3. Project implementation: The implementation phase is to follow up on the projects to transfer knowledge, technology and innovation to enhance the quality of life and the spatial economy in the COVID-19 era based on the Sufficiency Economy Philosophy by using the Participatory and Achievement-Focused Integration Process. It was found that the researchers and the team were determined to carry out the project and was appreciated by the project participants. The cooperation of community leaders and government agencies in the overall project implementation is quite remarkable. The productivity of the overall project implementation has made considerable progress and the expectation of the community and society seems to be very high. Coordinating the integration of cooperation with all sectors still requires improvements in forms and methods. This is consistent with the results of the study by Ansell and Gash (Ansell, & Gash, 2008, 256) revealing that public administration should encourage a cohesive governance in theory. There is also consistency with the results of the study of Pimchat Rossutham (2015, 156-164) studying the integration of social welfare management. to address poverty by taking the community as a base. If the project is continuously implemented, it will bring benefits and worthiness. It is also consistent with the results of the study by Capko and Menag (Capko, J. & Manag, 2003, 43 - 48). All projects must be systematically linked to government agencies to benefit government policy support. More attention should be paid to performing joint projects with local government agencies. The evaluation results of the transfer project of knowledge, technology and innovation suggested that, in creating a career, farmers and communities were greatly affected. The price of major crops has significantly dropped. The existing main income from agriculture plummeted Extra income from growing chilis, pepper and farming beef cattle and white crabs are still being impacted because agricultural yields and crab farming products were unable to reach the market as

expected. This is consistent with the study of McKibbin and Fernando (McKibbin, & Fernando, 2020, 35-40) pointing out that COVID-19 had a global macroeconomic impact. However, from the implementation of agricultural projects, entrepreneurs and communities were still satisfied with the project. Overall, the participants saw that acquiring knowledge from academics helps to increase both the quantity and quality of the product. If the COVID-19 virus situation improves, everyone is confident that it will help farmers earn higher incomes than before. More importantly, this project will help farmers and entrepreneurs to create new careers and expand production. This is consistent with the research results of the study by Ekachai Phumduang (2014, 157) on participatory learning process of local wisdom based on the community economy in Khok Kho Thao Sub-district ,Muang District, Suphan Buri Province, found that the learning process for professional group development utilizing knowledge management (KM) is a tool that can help advance producers, entrepreneurs and marketing by promoting marketing channels and develop community products by adding value to the products.

In addition, the project helps farmers and entrepreneurs to generate income, make sufficient income and create sustainability. It helps farmers to establish high standards and quality of the products and process more products. This will create guarantees and sustainability for farmers and entrepreneurs. In consistency with the research by Patchareerat Nava (2019, 1-2) on the role of community leaders and sustainable economic development, it was clear that community leaders did not attach much importance to the development process and exhibited a lack of cooperation from community members. This will result in unsustainable development, and obstacles in sustainable Grassroots Economy development. This is consistent with the results of the study by Pimchat Rosutham (2015, 156) looking into the integration of social welfare management to address poverty by taking the community as a base. A case study of communities in Wiang Tan Sub-district, Lampang

Province, found that the management of community enterprise leaders caused the development of knowledge paving the way for the actions of key group leaders.

Conclusion:

The participatory and achievement-focused integrated process in the COVID- 19 of government agencies, the private sector, civil society and communities as solving problems. They develop the grassroots economy on the project to transfer knowledge, technology and innovation to communities and society where innovational management. The integration can be summarized according to the objectives and goals efficiency by Important controls and steps, namely 1) Studying the current condition, issues and needs of farmers, 2)Results of promoting and coordinating the integration of the government agencies, private sectors, civil society and communities in solving problems and developing the Grassroots economy by using Participatory and Achievement-Focused Integration Process, and 3) The results on the project to transfer knowledge, technology and innovation to communities and society can be summarized according to the objectives and goals.

Suggestions for further research:

1. There should be full-scale cooperation with local authorities or related agencies. With this, it is believed that it will be able to support or help more farmers and entrepreneurs as well as extend the project further to achieve more success.

2. There should be a system and mechanism for co-operation among various projects and related agencies should be established to reduce duplication of coordination and optimize data collection, monitoring and evaluation of the project Implementation as well as the ability to promote and support the efficient implementation of the project.

3. Processing and marketing should be promoted more. There should also be a system and procedure for creating and selling a network of farmers' groups together with the strategy to unite farmers to create bargaining power.

References:

1. Chakkrit Srisaeng. (2020, June). The impact of the COVID-19 Situation on Global Food Security. *Journal of Agricultural Housing*, 44 (6), 176-179.
2. Foundation Economic Strategy Subcommittee. (2016). Manual for promoting the development of "System
3. Grassroots Economy Strategy Subcommittee. (2016). *Development Promotion Manual "Grassroots Economy System"*. Bangkok: Bureau of Communication Development, Community Organization Development Institute
4. Jutharat Laoprahman et al. (2021, January-June). Analysis of the impact of the COVID-19 outbreak on airline businesses and future trends of the airline businesses after the outbreak. *Journal of Humanities and Social Sciences*, 13 (1), 113-135.
5. Thanachart Chotthanan and Kritchawat Lovacharintorn. (2019), July – December). Potential in economic development at the foundations of local government organizations in Udon Thani Province. *Journal of Buddhist Studies and Research*. 5(2), 15-27.
6. Nipaphan Jentsantikul. (2020, September – December). Labor in the Coronavirus (COVID-19) epidemic situation. *Interdisciplinary Journal of Humanities and Social Sciences*. 3 (3,) 46-58.
7. Nipaphan Jentsantikul. (2020, September – December). Labor in the Coronavirus (COVID-19) epidemic situation. *Interdisciplinary Journal of Humanities and Social Sciences*. 3 (3,) 32-45.
8. Patchareerat Nava. (2019). *The Role of Community Leaders and Sustainable Grassroots Economic Development*. Collection of articles, Master of Public Administration Project. Bangkok: Ramkhamhaeng University.
9. Pimchat Rosutham. (2015, February – May). Integration of social welfare management to solve poverty by using community as a base. Case Study of Wiang Tan Sub-District Community Lampang Province. *Academic Social Science Journal Chiang Rai Rajabhat University*. 8 (2), 78-91.

10. Wichian Munlay et al. (2561). Effects and adaptation of people in the epidemic situation. epidemic of covid-19 Nakhon Si Thammarat Province. *Journal of Mahachulankornrajavidyalaya* 8 (11), November, 2021.
11. Hathaichanok Katasomboon. (2020, March - April), Developing Community Potential to Build a Sustainable Foundation Economy: A Case Study of Noen Sala Subdistrict, Krok Phra District, Nakhon Sawan Province. *Journal of Peace Studies Perspective (Santi Suksa Paritas)*, KMU 8(2), 477-492.
12. Orathai Euatrakul. (2020, May). Fruit logistics for export during COVID-19. *Agricultural Housing Journal*, 44 (5), 155-158.
13. Ekachai Phumduang. (2014). Participative learning process of local wisdom based on economics. Community in Khok Kho Thao Subdistrict Suphanburi Province. Bangkok: Suan Dusit University
14. Ansell, C. & Gash, A. (2008). *Collaborative Governance in Theory*. University of California, Berkeley Berkeley, CA, United States
15. Austin, J. E., & Seitanidi, M. M. (2012). Collaborative value creation: A review of partner-ing between nonprofits and businesses. Part 1: Value creation spectrum and collaboration stages. *Nonprofit & Voluntary Sector Quarterly*, 4(5). 726-758.
16. BBC News. (2563). *COVID-19: National Economic and Social Development Council: reveals the first quarter of 2020, nearly 400,000 unemployed people*. Retrieved 3 June 2020, from <https://www.bbc.com/thai/international-52829935>.
17. Capko, J. & Manag F. P. (2003). *5 Steps to a Performance Evaluation System*. *Fam Pract Manag*, Mar; 10(3): 43-48.
18. McKibbin, W. J. & Fernando, R. (2020). The Global Macroeconomic Impacts of COVID-19: Seven Scenarios. *Centre for Applied Macroeconomic Analysis*. (March, 2020): 1- 43.
19. Paul, W. & David, R. M. (2020). COVID-19: towards controlling of a pandemic. *The lancet*. 395: 1015-1018.
20. Tepsongkroh. P. (2015). Natural Resources-Based Knowledge Management for Community Tourism in Satingpra District, Songkhla Province. *Journal of Humanities and Social Sciences*, 10 (1), 9-33.