

SOCIAL CAPITAL IS A CRUCIAL FACTOR FOR LOCAL GOVERNANCE DEVELOPMENT, A CASE STUDY FROM NORTHEAST THAILAND

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Abstract: This research aims to discuss how local governments can improve their capability, in the perspective of governance, by positively contributing to social capital formation through community groups and organizations. That is, to find ways of improving social capital to enhance local governance. The study also considers academic concepts and experiences that propose possible approaches and tools to achieve the aim. Data collection and analysis was by qualitative methodology, content analysis and social research were applied. The research found that social capital can be ‘the bridge’ to strongly enhance the relationship between people and local government with the ultimate result of good local governance.

Key words: Social Capital, Local Government, Local Governance, Inclusiveness management, Citizen Engagement

1. INTRODUCTION

Social capital is a basic requirement for creative activities in society. Social capital is a relatively new concept in terms of art, more specifically, in the sense in which it is currently deployed, probably about twenty or so years old. During those twenty years it has been successful; it has been increasingly used in the many disciplines of social sciences, humanities, and economics.

The expression “social capital” first appears in nineteenth century economic writing, but with no consistency in its use, and with a very different meaning from the one commonly understood today. As suggested by Robert Putnam (2001), the earliest use of the phrase that closely approximates to its current meaning can be found in the work of Lyda J Hanifan during the second decade of the twentieth century. Hanifan suggested social capital as “metaphorical” meaning the progressive way in which community, its spirit, and its joint activities are built. Social capital can create initiatives through which a task may be accomplished, mentioning the important role played by community gathering.

Social capital, from an education point of view, concerned James Coleman (1990) and Pierre Bourdieu (1986), who defined social capital as a way of systematizing the effect of social relations as observed in their applied research. Coleman and Bourdieu were inspired by the effect of the social environment and social connections upon educational performance, they elaborated different theories of social capital, with different purposes in mind.

Coleman’s main intention was to provide a framework for his notion that the relation characterizing the social structure within which an individual acts is also a resource for individuals. Coleman’s analysis of the formation of social capital provided a middle way between the rational choice perspective, which conceives social action and the result of purposive and axiomatic self-interest.

Bourdieu formulated social capital as the “resources” that come from belonging to a group; but his interest originated from his attempt to sketch a general theory of social reproduction. Social capital, from Bourdieu’s view point, should consider the relationship of both the

material and the symbolic resources that individuals and groups use to reproduce both the condition in which the live and the relative relationship of the power characterizing society. Both, Coleman and Bourdieu's crucial concepts may be applied in theoretical frame work social research.

Later, social capital relationship with innovative public policy makers was defined by Michael Woolcock (2001). Social capital can be considered as the norms and networks that facilitate collective action, it may be regarded as a policy resource, an input to policy making, and be implemented alongside financial capital (revenue, investment), human capital (skills, individual capacities, knowledge) and physical capital (buildings, equipment). Further, James Coleman (1998) commented: like other forms of capital, social capital is productive, making possible the achievement of ends that, in its absence would not be possible. However, social capital may also be regarded as a policy outcome. Here interventions seek to influence the stock or distribution of social capital itself, within a neighborhood, locality, or notion. Social capital is understood as the collective of goods, facilities, and service products.

The value of social capital as a resource lies not just in its contribution to more efficient and effective policy making and implementation but also in its potential to facilitate democratic inclusion. Representatives of non-governmental bodies, such as interest groups, voluntary organizations, and civil society or community associations are often involved in partnership governance, but, as discussed above, may encounter problems in relation to their lack of resources, time, finance, skills, or confidence. Models of participatory governance specifically prioritize the inclusion and involvement of ordinary citizen within policy making, and or public service delivery or co-production.

Meanwhile, social capital related to community development application theory has brought about democratic politics and economic development. It can be argued that there is a positive correlation between social capital, socially connected people, and positive outcomes in those areas. More specifically, social capital creates a generally positive effect on institutional performance in a democratic government or local governance.

Local governance combines decentralization and democracy at the local level, it can be defined as authority devolved to local organizations and citizens. This is different from former efforts at decentralization because it includes participation and accountability; participation promotes the role of citizens in local government decisions that affect them. Accountability holds local government responsible for how its actions affect the citizens. Local governance tries to increase peoples' participation in local public service delivery and other local administration. The output of local governance is the quality of public services (Blair, 2000).

Local governance involves a transfer of power away from elected local authorities towards other organizations. Increasingly important among these are voluntary organizations which may provide services under contract to local authorities, in partnership with them, or by means of direct, central-government funding. The voluntary sector is, of course, one in which a great many citizens are already active. Local governance provides openings for the active citizen to exercise power and influence within a pluralist system for devising collective strategies and providing public services (Kearns, 1995).

Local governance sets as its over-arching goal the meeting of community needs as defined by the community, within the context of the demands of a complex system of multi-level governance. In this complex world of multiple demands and networks, the most powerful and effective role of an elected local government is that of network coordinator. To undertake this task of community governance demands a diverse set of relationships with 'higher' tier government, local organizations, stakeholders, and citizens. Their relationships are intertwined and the systems of accountability are multiple. The political process is about identifying problems, designing solutions and assessing their impact. Success is not a simple matter of efficient service delivery but rather judging whether an outcome, favorable to the community, has been achieved (Stoker, 2011).

Local governance is the construction of new relationships between ordinary people and the institutions - especially those of government - which affect their lives. The rebuilding of relationships between citizens and their

local governments requires work on both sides of the equation; that is, going beyond 'civil society' or 'state-based' approaches, to focus on their intersection, through new forms of participation, responsiveness, and accountability. It calls for new forms of engagement between citizens and the state and involves a re-thinking of the ways in which citizens' voices are represented in the political process, a re-conceptualization of the meanings of participation and citizenship in relation to local governance (Gaventa, 2002).

The notion of local governance can be regarded as an attempt to come to grips with the limitations of state-centered local management, and leads to a move away from statist perspectives which tend to concentrate on such factors as administration, management, and even local government in its bureaucratic form. In other words, local governance includes not only the activities of government but also many other channels outside of local government.

Therefore, local governance refers not only to the roles and functions of local government, but rather the manifold interactions between local government, local citizens, and other groups. These interactions give rise to crucial aspects of sustainable development, such as service delivery, infrastructure development, and spatial planning. The emphasis on governance relationships, rather than just on the role of government organizations, is also based on the prevalent policy incentive of increased citizen or stakeholder participation in decision-making and planning.

The scope of local governance includes civil society empowerment, processes of collective action, collective bargaining, social expression, and a bottom-up process of participation in decision making. It achieves meaning as a system operating on democratic principles with values and practices that stress people's empowerment and participation, gender equality, legitimacy, transparency, accountability and effectiveness. It gives citizens more and better opportunities to influence upon decision making. It is also easier for local government officials to hear and respond to the demands of local people in order to deliver services that address the specific needs and interests of the community, which requires engendered economic development, development planning and resource allocation (Evertzen, 2001).

Finally, local governance is a process of policy making through active and cohesive discussion among policy makers who are interconnected through a broad range of networks. Local governance is a multiple-stakeholder process and is a function of the many ways that individuals and institutions, both public and private, manage their common affairs. This process includes actors beyond government that include market and civil society institutions. What is not in doubt is that the focus on government has broadened with the diffusion of responsibilities and capacities for action within society (Kim *et al.*, 2005).

Social capital is seen as a way to shift power from the policy experts, out-of-touch politicians, and distant bureaucrats to the public. It fundamentally changes the relationship between residents and government by putting power in the hands of the citizens. Local government has been taken to task concerning bureaucratic and administrative practices that have defined the power dynamic between administrators and citizens. The concept was to leave direct involvement with citizens on the periphery of local governance decision making and planning for the future. To understand both sides of the equation: citizens may view government as something that is separate and remote from their everyday lives, and public administrators may view citizens as an abstract representation of a group of disparate and distant voices rather than having direct knowledge.

In order to establish local governance, there is a prominent supportive factor, 'social capital' which has been defined as strengthening the relationship between local government and the citizen. This is undertaken by consultation activities and by encouraging and supporting citizens to enter into dialogue. Successful consultation has the potential to engage citizens regarding issues that matter to the individual and the community. This will help improve and strengthen the relationship between the citizens and the local authority by focusing on their concerns and requirements by informing them of developments. It is important that citizens are engaged in subjects that matter to them, both local and relevant. Social capital can develop a knowledge domain and inaugurate a shared sense of identity between the authorities and citizens. Local government should engage

with these citizens to understand their requirements and meet their expectations.

Social capital can create 'Communities of Practice', which provide an activity system in which participants share understanding concerning what they are doing and what it means to their lives and their community. It can help local government public services meet public needs, although there is no 'one-size fits all' approach to service delivery. Citizens will be able to access services and know that their needs can be met quickly and effectively. Services have been departmentalized for too long, with traditional approaches to efficiency taking priority over the changing needs and demands of the citizens. Insufficient thought is given to considering the impact of new technology on members of the public. There is a need to understand how citizens articulate their needs. Social capital will be able to help local government to understand how citizens want to engage with the council, what are their needs and what are their perceptions about the council. By supporting the local government, it can design holistic and tailored services that address individual and local community priorities. The emphasis must be on the notions of the citizen, community, and neighborhood. An important issue is that of social inclusion. Citizen's experiences and evaluations need to be fed back to the organization as part of the citizen engagement process. A useful starting point is for the citizens to be made aware of the service delivery channels and options, to indicate their preferences, and to evaluate the systems in place that purport to improve a specific area of service. It is, therefore, important to gain citizen involvement, both prior and subsequent to local government implementation. A strategic focus of social capital regards the real needs of the citizens, together with some initial proactive action from the local government to establish links and connect with its citizenry. Citizen activity is driven by identified motivations and recognized goals that are based on the perceived need, relevance, and quality of the public sector services offered.

However, currently, local governance in Thailand is a minimal possibility. Mostly, all processes are controlled by government and state offices. Though there are laws and regulations that indicate people have the right of engagement, the fact is government often has not been

concerned in strictly following them. Generally, government might invite people to participate by supplying information regarding their problems and demands, the state offices will then gather that information for mutual consideration, along with their own data when making public policies. Therefore, the people's engagement in the process is only minor as citizens can only engage in the process at the beginning. After that they have no further involvement, they are hardly ever able to participate in other processes such as policy decision making and formulation, implementation and evaluation. If they are involved, they are simply invited to be in a committee led by the officers and rarely have authority to take part in collective decisions.

The result of this process is that all the public policies are conducted in line with the intentions of the government and state offices rather than the people. All of the processes are centralized on the government side. However, there are at least three problems that can occur when policies are made by the government without engaging with the people.

Firstly, there is the problem of limited information for decision making. Even though the government may be able to collect data and information, it is not sufficient for making a decision on formulating public policies, because situations in the field constantly change. Information can be applied only at the time of making the policy. It cannot represent the true situation, in all fields, all the time. This can cause the policy makers to formulate policies which cannot respond to the real situations, even when they are implemented.

Secondly, the problem of inconsistency occurs. This problem emerges when policies are implemented by state offices in the area. These policies often conducted within strict working procedures when implemented, they always have problems of adjustment to fit the area of implementation. Because the procedures are fixed, the responsible state officers cannot adjust them to fit within their areas as they are confronted with different situations in several areas of implementation; they usually cannot work by following the set procedures. However, if the people can engage in the public policy implementation process, they will offer better and more useful contributions than the state officers by being able to give

advice to the officers to adjust the procedures to be more appropriate to the local area. If the public policies cannot be completely implemented as planned, they might not produce the expected and intended results. This is another negative impact that can occur when the local people are not engaged in the process.

Thirdly, the problem of unacceptable people may occur due to the local people not participating in the public policy process from the beginning. They may also not be willing to accept the policies. When policies are implemented, some may receive negative feedback from the people or the stake holders in the area. So, when the policies are not implemented, due to dissent by the people, then the expected results cannot be achieved.

The problems, as outlined above, can be resolved by increasing the role and authority of the people within all local public administration processes. Consequently, this study is interested in discovering a supportive approach to increasing social trust between local government and the people which will enhance the efficiency of the local public administration and the effectiveness of its outcomes in Thailand, in the future.

This research concerns social capital and local governance in Thailand, it would like to study topics that can improve these activities. The critical point is to find a major factor which will be able to construct a relationship between the citizens and local government. However, it is very difficult to develop that relationship and regardless, in the past, the Thai government has tried to apply many measures to achieve this, all have fallen short of creating the expected results.

This research found that the major burden facing the use of social capital to promote local governance is due to the bureaucratic system. As it is strongly dominated by the concept of Weberian bureaucracy, it favors a closed system rather more than an open one, despite several laws and regulations that compel the state agencies to be open to people's participation. The organizations have shown little concern in following these laws and regulations. Practically, when forced to allow people to participate in their activities, they often do so as a formality, with procedures driven only by the laws. This hinders development of the people's citizenship, leading to an absence of good local governance.

Regarding the problems above, the main target of this research is to find ways of improving social capital to enhance local governance, especially in the Thai context, so this research would like to study academic concepts and experiences in order to propose possible approaches and tools to achieve that aim.

This research considers that both the concept and practice of building social capital should be reformed. The concept of one-way development should be replaced by two-way development. The process should be implemented by giving opportunities for people to practice in concert with the public agencies, meaning that the people and local government can develop social capital together. When these processes can be successfully applied, sustainable social capital will be made, resulting in greater effectiveness of quality, local governance.

This research considers that the concept of 'Social Capital' can be 'the bridge' to strongly enhance the relationship between the people and local government which leads to produce good local governance. Therefore, this study would like to find the most appropriate concepts and practices to develop social capital in reality. This is the target of this research, so, this study would like to understand the situation of social capital applied for local governance development, and the support of social capital in local governance development. Thus, all results of this study will be able to be applied in enhancing the role of social capital in local governance which will have a crucial impact on the local, social, and economic development of Thailand in the long term.

2. LITERATURE REVIEW

Many researchers have shown that social capital is influenced by public institutions and policies, assuming that institutions and public policies can influence the formation of social capital, shown by various comparative measures of social trust in civic engagement (Rothstein and Stolle 2003), the role of institutional design, in explaining governments, can shape the development of social capital and its potential influence upon democratic performance (Lowndes 2001), the state can both create and destroy social capital by designing public institutions and policies. This is particularly true of institutions that comprise important parts of welfare-state policy (Kumlin and Rothstein 2005).

Social structure facilitates social capital as illustrated in the figure below. Social relations are effectively deepened on “closure”. The reason is due to what can be described as a lack of closure of the social structure. Figure 1a illustrates this in an open structure and having a relation with one of the others. In a structure with closure, figure 1b, provides a collective section (intergenerational closure).

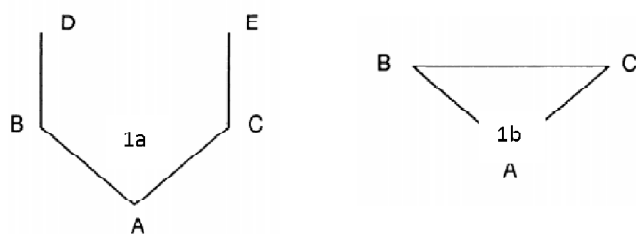


Figure 1: Network without (1a) and with (1b) closure of social relation (Coleman 1998)

The effectiveness of social relations and social structures depend on closure, identifying the contribution of social capital to the development of human capital. Coleman regarded closure as the existence of a mutually reinforcing relation between different actors and institutions, essentially it bridged both individual and collectively (Coleman 1998) between the subjective agency and the objective position (Bourdieu 2002). Social capital is a feature of social organization, such as networks, norms and trust that facilitate coordination and co-operation for mutual benefit (Putnam 1995), good institutional design should proceed by a creative combination (Lowndes 2001), the norms and social relations embedded in the social structures (Narayan 1999) of successful local governance depend on effective participation, the generation of social capital and political will can institute changes (Teles 2012).

Although the terms of social capital have been popularized in the last decade, Bourdieu identifies three dimensions of capital with an idea of social capital putting the emphasis on class conflict: social relations are used to increase the ability of an actor to advance the interest, and become a resource in social struggles: social capital is about the resources, actual or virtual, that accrue to an individual or group by virtue of possessing a durable network of a more or less institutionalized relationship of mutual acquaintance and recognition. The concept of social capital become a central topic in the social

sciences, (Putnam 2001) by famous research on local government in Italy, which concluded that the performance of social and political institutions is powerfully influenced by the citizen’s engagement in community affairs. Following (Coleman 1998) social capital as features of social life networks, norms, and trust can enable participants to act together more effectively to pursue shared objectives. Like other forms of capital, social capital is productive, making possible achievement, social capital inheres in the structure of relations between actors and among actors. However, (Osborne, Sankey and Wilson 2007) measuring social capital and testing its ability is to produce relevant social, economic and political outcome. Firstly, despite the great amount of research dedicated to it, the definition of social capital remains substantially elusive. Secondly, the idea of social capital as a multidimensional concept is now commonly accepted in the debate by many scholars. Thirdly, most empirical studies measure social capital through ‘indirect’ indicators, not representing the social capital’s key component already identified by the theoretical literature. Fourthly, a great part of existing cross-national studies on the economic outcomes of social capital is based on measures of trust drawn from the World Values Survey (WVS). Fifth, most studies focus on community or organization when measuring social capital.

Moreover, the correlations found between social capital and economic development (Putnam 2001) argues the presence of social capital can be expected to have in, *Making Social Capital Work: A Review of Robert Putnam’s Making Democracy Work: Civic Traditions in Modern Italy* important effects on economic performance. (Woolcock 2001) provides another example of how social capital and trust “can improve the efficiency of society by facilitating coordinated actions (Boix and Posner 1996).

However, the analyzing of social capital concept is used in a different perspective. Na lin (1999) states that there are controversies in social capital while emphasizing how individuals can use socio-structural resources in obtaining better outcomes in their individual actions, in stressing the norms, sanctions, authority, and closure.

The different perspectives on social capital from certain groups and developing social capital into

important dimensions of local and regional policy development (Putnam 2000). As features of social organization, such as trust, norms, and networks that can improve the efficiency of society coordinated action. Social capital is “self-reinforcing and cumulative” (Putnam 1995) (Coleman 1998). Recognition that social capital is a multidimensional concept which is compromising networks of social relations characterized by norms, trust, and reciprocity (Osborne, Sankey and Wilson 2007).

From figure 2, this study will start with a review of the current situations of local governance of Thailand in order to introduce the primary acknowledgements of the development of this concept in these countries. Then this research will analyze the data of applying social capital for local governance development by the selected four sources of social capital to be studied in order to present how social capital can promote local governance. And finally, this research will synthesize all data to construct the appropriate approach of social capital use for local governance development of these selected ASEAN countries in order to propose a model that can be effectively applied in the different administrative contexts of these countries.

3. METHODOLOGY

This paper proposes that an index of social capital is built with regard to individual involvement in social activities. The underlying theoretical hypothesis is that the combination of sources generates a set of social capital. We will argue that social capital is best understood as a formation of the above resources embedded in the social relations of the network.

Qualitative methodology will be used to reinforce. The purposive province which is the area of study is Amnat Charoen province in Northeast Thailand. The reason for this province being selected is due to its success in implementation of local governance in Thailand.

There are three local administration organizations purposively selected, first, the provincial administration organization, second, Najig Tambol Municipality and third, Kai Kam Tambol administration organization.

There are three groups from each local administration organization, purposively chosen to be key informants.

First, executive officers, both politicians and bureaucrats

Second, leaders of council community organizations

Third, local leaders such as, religious leader, women’s leader, leader of civil sociality, community organization, youth etc.

There are three data collection methods applied.

Firstly, Interview and focus group will be used with key informants for local governance development.

Secondly, documentary research will be taken by studying from leaflets, policy agendas, notes of meetings, and pictures.

And finally, observation of activities in communities in Thailand, Indonesia and Vietnam in public policy making and their impact on the community.

Data analysis will be done by applying content and descriptive analysis following the conceptual framework.

Table 1
Controversy in Social Capital

<i>Issues</i>	<i>Contents</i>	<i>Problems</i>
Collective or individual asset (Coleman, Putnam)	Social capital as collective asset	Confiding with norms, trust
Closure or open networks (Bourdieu, Coleman, Putnam)	Group should be closed or dense	Vision of class Society and absence of mobility
Functional (Coleman)	Social capital is indicated by its effect in particular actions	Tautology (cause is determined by effect)
Measurement(Coleman)	Not quantifiable	Heuristic, not falsifiable

Major controversy generated by (Lin 1999)

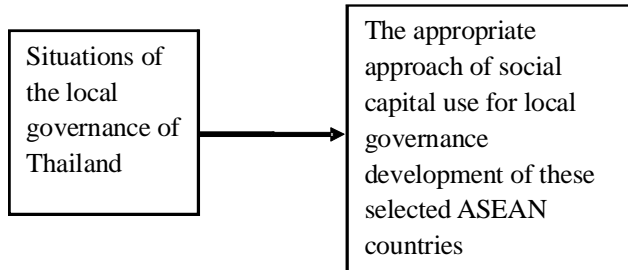


Figure 2: The theoretical framework of this study

3. RESULTS

This research demonstrates the success of bringing social capital into practice. This will be the result of the implementation of social capital following the various guidelines. After the implementation of social capital in the area, Chapter 3 has the result of any changes that have been made in promoting the people in the study area. Can social capital be used to promote governance of local administration? The results of the study can be presented in two ways as follows.

Part 1 Success in the implementation of self-government promotion.

Part 2 Factors that can bring social capital in to the self-governing of the local people.

Part 1 Social capital is used to strengthen the people to prepare for the administration of local government.

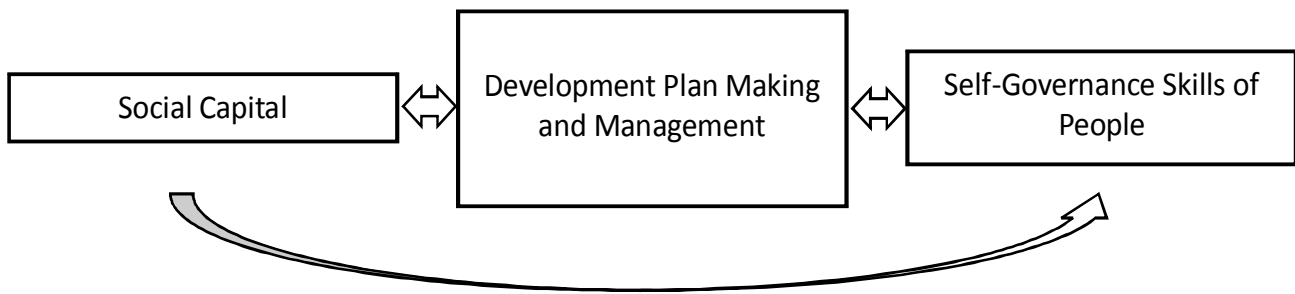
According to studies, it has been found that the expectation of using social capital is the need for people in the province to know their rights and duties. People can do more than they used to. People are not just waiting for the government agencies to come to work on everything, encouraging the people to be able to handle problems and their needs. There is no need to wait for the government to help, but to make the public aware of the problem. It's about culture, society, politics, and the environment. These operations are defined as: Only government agencies are responsible for the operation, while the general public is not able to carry out work. It is limited in terms of resources, administration, and law. So the main goal of bringing social capital in to use is because people must have the right to work with the local government in terms of decision making. They are not just a component of the government agency's operations.

Social capital is a tool that can encourage people to participate in public administration as a partnership. The partnership is fully integrated in the local public policy process. By empowerment of the people, they have the opportunity to participate in the decision-making process of the local development plan, together with the local government organization. For other corporate groups in the area, who denied this and this way of thinking of the local people, it is completely radical. It aims to undo the attitude of people who have been attached to the belief that they have no authority to make decisions. The problems in the area will encourage people to be able to decide on local solutions. Citizens play an important part in all areas and recognize the needs so it is very important to focus on empowering people is ready to be "The developers of their own community" and not just be "Those who need to be developed" as in the past.

This study presents a case study of applying social capital to develop the local administration of Amnat Charoen Province. It is a process of education for the people, providing awareness about their rights to participate in the development of the province and their own locality. Social capital is used to develop people and it has been implemented as a framework for development plans at all levels, from provincial level to the district level. Social capital has been seen as an effective method to educate people in the best ways of self-government, because it is a process that can encourage people to participate in social learning to manage or self-govern. By organizing community organizations, the people are trying to bring their self-management approaches into various dimensions of the development planning process, such as the management of the plan, community welfare management and resource management, so that the people can develop their own 'self-control' skills in other dimensions. Moreover, the conceptual framework of the organization of the community can be illustrated as in Figure 3 below.

Figure 3 shows the conceptual framework for implementing the development plan process in the empowerment of the people.

The results of the implementation of social capital in the area of operation, according to the above concept, contribute to the empowerment of the people who are



ready to develop. The process of community learning continues when people in the community have knowledge. When the learning process occurs continuously, it will lead to the realization of their community development experience. This will lead to the continuous enhancement of the working experience with government agencies or local government organizations. It will help people and community organizations to be strengthened to take care of problems or continue the development of their local community. The so-called self-administration has increased.

The concrete of the operation of social capital is used as a framework for the development of the province, to the city and the district development plan, by the people. It is a process that uses the village council mechanism, in line with the intent of social capital, that is, it can be used to raise public awareness for self-management or may be called self-reliance on various issues. They are gaining experience for themselves regarding the process of creating a common agreement among the people in the province. This is the main mechanism to build public awareness of self-reliance, the mutual agreement is that of social capital itself.

Changes in the parish development plan of local government organizations have also resulted in the ability of the local government to respond to the needs of the people. Compared with the previous plan, where most do not pay much attention to the plan, the development plan is based on the needs of the management teams of the various agencies. The supervisor of local government is not closely linked to the needs of people in the area. It may just be a project that responds to the needs of the people, but for political gains in the area, it is important. But regarding other projects the public needs, local administrators do not

give importance to local administration. It is often not chosen as a local regulation.

But when social capital is introduced, some local governments' implementation of the local development plan has been changed to include implementation of the plan. This is another concrete result of the implementation of social capital because it can push the proposals and needs of the people within the organization. Local administrators have put this more in to practice. The result of this change will make people more confident in joining in the local government. Because of this process, people believe that their requests will be fulfilled. If you have the opportunity to request, so it will have an impact. It will make more people want to put forward their claims to local governments. This will be beneficial for local development in the long run. The success of this is the result of the implementation of social capital. It is used as a guideline for the implementation of the ability of people to be self-governing, within the local community.

In conclusion, the results of the study can be presented as indicating the success of applying social capital to the promotion of self-government. See Figure 4.

There are more changes in five areas, including the awakening of the wish to join the government agencies in preparing and managing the development plan. Also, there is local ownership, confidence in working with the government agencies, channels to work with government agencies and the acceptance of the authority of the people by government. These are changes in all aspects and will result in more people being empowered.

Social capital is the first step in the promotion of self-rule by the people. It is a tool for plan development.

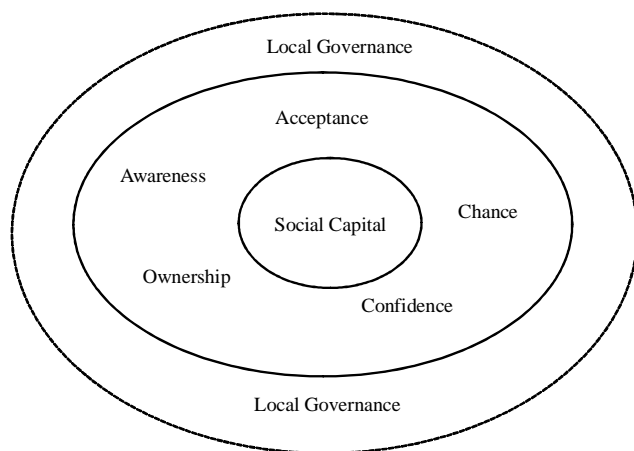


Figure 4: Shows the successful implementation of social capital in promoting self-government

This can make all sectors be aware of and to understand the expectations of the people in Amnat Charoen in terms of life, health, education and the environment. It has created a common understanding of the important goal of bringing social capital. A community-based process can convince all sectors of the workforce to agree to work together to achieve their goal.

However, it is noteworthy that in terms of implementation of the understanding there are still some restrictions. While most heads of government may be aware, there may not be wide understanding within the civil servant group. Furthermore, this may also be the case for some sections of the general public, such as business groups in the province, etc. The issue is a matter of how long it takes to become fully operational. This has led to the formation of community organizations that can bring the issue of social capital to various areas in support of the people creating their own local development plan. It will make the people feel that they ‘own’ the development plan, so will try to participate in the push towards development. As expected, this has become an important mechanism to build community ownership.

Part 2 Supportive factors of social capital for local governance development

According to studies, it has been found that social capital has been adopted by the public. The result is that community organizations and the people have a channel

to coordinate and work with the government agencies, local administration, and other network organizations. Both in the province and outside, this has increased, especially in the implementation of the development plan. This study has the potential to work with various agencies. This has increased the opportunity for working together that is enhanced by the agency. There are 4 types of bundles:

Group 1 Provincial administration organization

For the provincial administration organization, social capital has been used to create a new channel of collaboration between community organizations. There is a provincial development plan for use in providing opportunities for various projects. Community organizations can be brought into consideration by the Provincial Administrative Organization. It has been defined as a guideline for the development of one of the three-year development plans of the Provincial Administrative Organization. In addition, it supports the implementation of community projects that will be proposed more effectively. The Provincial Administration Organization has also set aside a budget to support the development of community organizations. This is funded under the authority of the President of the Provincial Administration Organization. It does not need to log in as the budget supporting the project is in accordance with the normal system of the provincial administration. This facilitates collaboration among community organizations because the community organizations use this channel to provide direct funding support. They are sent through specific provincial development guidelines, especially when working together under the guidelines set forth for social capital.

The operation of the Provincial Administration Organization in this manner is a never-before-seen channel of social capital. Generally, the construction of a 3-year development plan, by the Provincial Administration Organization, does not provide a framework to define a specific development approach for use in supporting the operation of a community organization. This is a special case. Normally, proposing a plan or project from a community organization to get support from the provincial administration would be presented through the President of the Provincial

Administrative Organization. In the case of a member of the provincial administration, the members of the Provincial Administration Organization (STA) or, in some cases, this may be proposed through the community forum. Then a strategic plan is put together, within the provincial 3 year plan, according to the planning system. The budget allocation is based on the normal budget of the provincial administrative organization.

Group 2 Provincial offices

After the social capital approach was announced, the community has changed its method of working with community organizations and the people. That is, they are trying to open up opportunities for community organizations and the public sector in the provinces, with more participation in the development of the province. It has been found that it has begun to support the role of community organizations contributing to the vision of the provincial development plan, in conjunction with government agencies in the province. It leads to a new dimension of the provincial development vision that incorporates the needs of the people as part of that vision. Beyond the development proposals of government agencies in the province, it has also begun to bring the vision into action. All sectors have a set vision to integrate the development plan of the people and that of the government agencies in the province, together, under the concept of "One Province One Plan" or OPOP. All of these operations are considered to be different from the normal operation of the provincial government.

Generally, the provincial development plan and the implementation of the plan are similar as that is the duty of the government. The guidelines for the development plan are usually defined by the central agency. The ministry and the department are prioritized because they have to work within the budget allocated to them for their plans and projects. The provincial development plan of each agency, in the past, had to be linked to the policy or plans put forward by the central government. The needs of the people in the province had difficulty in being heard.

When social capital was introduced, it became possible to make the government agencies in the province start to change their working attitudes in a way to promote the organization of the community in participating in

the development plan, together with other provinces. It was not set up only by listening to the policy of the central agency, as in the past, but was made to listen to the needs of the people in the area and must be approved by a meeting of the combined representatives of all parties.

As a result, people can now play an increasingly important role in the process of preparing the provincial plan. It can create changes in the way of public hearing and allows community organizations and people to have an important part in the decision making process as "Partners".

It can be concluded that when social capital was announced it changed the role of the community organization, which had not been very involved in the process of developing the provincial plan. It is partnership that plays a key role in this operation, which is to promote the people to become a part in the process of the management of the province. The result of this change is the result of the implementation of social capital in the self-governing of the people in the province and locally also.

Group 3 community organizations and civil society organizations.

It was found that the application of social capital has resulted in a strong integration of local communities into the community and the growth of more civil society organizations. The result is that each organization has developed cooperation in the workplace in the nature of being, "Across the Board". Each organization sends its delegation to the other party in the form of an exchange of committees.

This type of operation has had a great impact on the organization. The overall development of the province, according to the guidelines set out in the social capital, is that each organization can benefit from a variety of recommendations from different perspectives. This will result in effective practices in response to environmental factors. At the same time, representatives of other organizations will be able to recognize the progress of their organization, as a board. They can learn and understand new development ideas that will also be used to enhance the efficiency of their own organizations.

It is a practical approach that cannot happen if social capital cannot be applied. Prior to the establishment of social capital, these organizations, in particular the developmental civil society organizations, have been part of hardly any of the related operations. Each organization had its own objectives, goals, and operations. They were not focused on collaborative work, just meeting to share information or to ask for support from various organizations. These activities were exclusive to each organization, there was no form of cross-boarding formed, as in the manner described above.

After the efforts to make the use of social capital available, these organizations began to share the same idea. They needed to develop or raise the level of cooperation in working together. It was achieved, by pushing the process of making social capital. Therefore, organizations have come together to form a community organization to use as a central unit with responsibility to drive the process of social capital to be successful.

In order to achieve the desired goals as mentioned above, the organizations began to design ways to collaborate. Cross-boarding among members of the various organizations was put in place. When joining in such a manner, it is important to work on the implementation of social capital at the provincial level, with all organizations exchanging information about the practice. At the provincial level, this mechanism was used to develop the provincial plan for the people. This mechanism has been used to create synergy between organizations. The project is being implemented in collaboration with the provincial administrative organization and government agencies. The change encourages the public to participate in the management of the province, and their local services.

In summary, the existence and use of social capital is an important factor in promoting this kind of work to be stronger. The network has come to cooperate widely. With the cooperation mechanism of the organizations operating in this way, the process of bringing social capital into practice successfully has succeeded in promoting the people of Amnat Charoen Province to become more self-reliant and to have more participation.

Group 4 Local government organization and government agencies.

The important factors affecting the success of the implementation of social capital are also used in the promotion of self-governing by the people in the area. The ability to make a community organization, and the local people, work with these organizations has increased. This means that the needs of the people can be met by the local government in the area. Furthermore, it is able to strengthen the relationship between the community organizations and the government agencies in the area.

The results of the study show that the implementation of social capital can bring about change in the operation of both organizations. This is because a 'Central Council' will have a significant impact on the implementation of the social capital strategy to achieve a better outcome in the area. It can create a process of participation for the various organizations in the area. They cooperate in the development of the district's development plan until the implementation of the plan has been seen to be a success.

The Central Council is a space for addressing the problems of social capital implementation. It can be used as a common area for seeking solutions. The community organization committee can also take the initiative in presenting to the Central Council in order to discuss the support approach or the implementation of government agency projects in the area. This kind of operation is another process that will help to bring social capital in to practice in the area, and so increase the chances of success. It can be used to complement the working process of the Federation of Community Organizations to bring more social capital in to practice.

So, the social capital has it. Every district established a council at sub-district level. It is clear evidence that social capital can be used to promote local self-government, It can be used to encourage people in the area to have more opportunities to learn about the plan and implement it manually. This will be an important way to strengthen the local people in learning the most effective self-management methods.

The presentation of all the results above, provide an overview of the factors that contribute to the implementation of the statute. In terms of use, the opportunity for people to work together with the four groups is shown in Table 2.

Table 2
Shows the factors contributing to the success of the implementation of social capital in the promotion of self-government

<i>Organizations</i>	<i>Success Factor</i>
Provincial Administration Organization	New channel for co-working
Regional Offices	More opportunities for civil societies participation in provincial development plan
Civil Societies	Collaborative development in co-working as cross-committee
Local Administration Organizations and Local Offices	Local central council

CONCLUSION

All of the above results show that social capital is an important tool to be used in strengthening the local people. It can be seen that the potential for self-rule has increased. The people in the area have strengthened their autonomy by promoting a self-learning process when working with the local government in the process of developing a district development plan, and accept the projects that they have proposed in the plan. In practice, this is a comprehensive learning process. Until the people joined the process they did not have “confidence” that it was possible to work with local government organizations; it is a significant change for the people involved, never seen before. Because people generally do not believe that local administration is the duty of the state agency only, it should also be possible to limit their rights only if they are invited by the local government to participate in certain activities

The success of bringing social capital into the self-government of the local people is another way to make the local people feel their “ownership” of the local community has increased. This is a consequence of the learning process of the people as presented above. This is because the ability of the people in working with the local government to build confidence. It has the effect of making people feel responsible for their own actions. This is due to the fact that the people became responsible for implementing the projects, so they have to take responsibility for their own community as well. This will also give them a sense of community ownership. The

result of this is that, as a result of the implementation of social capital, there is a sense of belonging to the local community. It is an important indicator. This reflects the fact that people are ready to join the local government by their own free will.

The final result shows the success in implementing social capital. It is used to promote the autonomy of the people. It can cause structural changes in the power relations between the people and the community organizations, government agencies and local government organizations. Social capital can make people and community organizations have a closer working relationship. It can create new channels so that all parties can work with the local organizations. These channels are the development guidelines in the three-year development plan of the provincial administration, the cross-cutting committee between the people’s development network and the central council.

These new channels are defined within the workflow of social capital. It is clearly demonstrated that social capital can be an important tool in helping to strengthen the ability for self-administration of the people in the province.

So it is concluded that, after the implementation of social capital in the area, it can be used to promote the people to increase their autonomy in two ways. They are able to strengthen to prepare themselves and can open new channels. The people can promote local governance, which is the clear result discovered by this research.

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