



## The problem of managing the sub-district community welfare fund in Chachoengsao Province

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### Abstract

The objective of this research was to study the management problems of sub-district community welfare funds in Chachoengsao province. The research sample was 392 peoples. The tools used to collect were questionnaires. Analysis of statistical data used were percentage, mean and standard deviation. The findings revealed that: The problem of managing the Sub-district Community Welfare Fund in Chachoengsao Province Overall, the management of the Sub-district Community Welfare Fund in Chachoengsao Province has a large problem. If you consider each aspect, it is found that the financial management system has a lot of problems in managing the sub-district community welfare fund in Chachoengsao province. In terms of information systems, there is a moderate problem in the management of sub-district community welfare funds in Chachoengsao province. In terms of regulation or regulation, there is a problem in the management of the sub-district community welfare fund in Chachoengsao province to a large extent. In terms of the committee system, there are problems in the management of sub-district community welfare funds in Chachoengsao province to a large extent. In terms of membership system, there are problems in the management of sub-district community welfare fund in Chachoengsao province at a high level and in the welfare system there is a problem in managing sub-district community welfare fund in Chachoengsao province is large extent. Suggestions is Local government organizations should promote and support community welfare. To find a clear and appropriate point that is concrete as an agency that supports community welfare. The public sector is the main organizer of community welfare activities. For the stability and sustainability of community welfare work.

**Keywords:** Problem, Sub-district Community Welfare Fund Management

### Introduction

Community welfare is a public policy that involves ensuring the mutual support of people in a community from birth until death. With a variety of formats and methods according to the conditions of the community. To create peaceful and happy living together on the principle of self-reliance. Giving with value Receive with dignity and build cooperation among related agencies. With the goal of building a strong community that can manage itself (Community Welfare Network Coordination Office, 2021)

The Community Welfare Fund has the intention of being self-reliant. Helping and supporting each other based on giving with value. Receive with dignity Towards sustainable community development by the community for the community and the Community Welfare Fund have important principles in their operations. As follows (Community Welfare Network Coordination Office, 2021) It is a community fund. Managed by the community For the benefit of the community Established by the readiness and mutual willingness of people in the community. The goal of the Community Welfare Fund is to ensure stability and peaceful and happy living together. with money only being a tool for community development Members



participating in the project must contribute money to the merit fund. To be used in providing welfare in caring for and helping each other in the community. And the money that members receive is not savings. Welfare provision is based on the actual conditions of each area and according to the situation of the fund. All members of the fund will receive equal assistance and supervision under mutually agreed principles. The Community Welfare Fund provides assistance and assistance to the underprivileged in the area according to the ability of the fund. The operation of the fund must be linked with development in other areas of the community in order to strengthen the community. Give importance to coordinating cooperation with local development partners, relevant government and private sector agencies, and fund management adhering to the principles of good governance and principles of good governance.

The goal of the Community Welfare Fund is to create a community welfare system. From birth until death There is mutual assistance. Creating stability in the quality of life is a matter of pride. In jointly owning funds with dignity, it creates good relationships between the community and related units.

Currently, the Community Welfare Fund is able to provide more than 10 types of welfare, from childbirth, illness, assistance to the elderly, the underprivileged, scholarships, and public service work in the community. Help victims Interest-free loans to members Funds for school lunches, pensions, etc. Funds are arranged according to the availability of each fund.

The success of the Community Welfare Fund is that the fund is able to provide extensive, continuous, complete assistance to its members. Members participate in the operation and the fund can operate sustainably. It is an important tool for creating social security for the community. Factors affecting the success of the Community Welfare Fund include understanding, confidence and faith in the community welfare ideology. that emphasizes self-reliance and helping each other based on the concept “Give with value Receive with dignity” giving importance to internal capital connections. Provide welfare that is consistent with the way of life and needs of the community. Both welfare that uses money from the fund and welfare that involves taking care of each other without having to use money. The number of members increased steadily until it covered the entire population of the district. Spread across all ages because the more members there are, the more contributions will be made. The risk of paying welfare is lower. Because the risk is spread out more. Funds with few members are more risky than funds with many members. Financial stability of the fund Because members pay contributions completely and regularly, have support from other agencies, and have continuous income from other sources of the fund. The proportion of welfare payments to members and administrative expenses is related to income. Emphasis is placed on reliance on capital within the local community. The fund management system is open and transparent. The financial accounting system is accurate and timely, and members are involved in the operation. Disseminate information about operating results to members relevant agencies and the public continuously

In 2020, Chachoengsao Province had 52 community welfare funds, 17,492 members, and a total of 17,492 members. 52,260,551.94 baht. The characteristics of most fund members are the general public, 8,080 people, 7,097 elderly people (aged 60 years and over), 1,638 children and youth, and 1,638 underprivileged people (Agenda of the meeting of the Provincial Community Welfare Support Committee Chachoengsao No. 1/2021 on 28 December 2020)

Driving community welfare work in Chachoengsao Province Responsibilities have been divided according to the district area, 4 zones, totaling 52 funds, as follows (Agenda of the meeting of the Chachoengsao Province Community Welfare Support Committee No. 1/2021 on December 28, 2020) The lowland zone consists of funds located in the district area. Bang Kla Khlong Dam and Bang Nam Piao, 16 funds. The urban zone consists of 5 funds in



Mueang Chachoengsao District. The Economic Zone consists of 12 funds in Bang Pakong and Ban Pho Districts. The Hill Forest Zone consists of funds in Phanom Sarakham District, Sanam Chai Khet, Ratchasan Plot. Yao and Tha Takiab, 19 funds.

In 2020, an examination was conducted to measure the quality of management of the Community Welfare Fund. Chachoengsao Province The Community Welfare Fund can be divided into 4 groups as follows (Agenda of the Chachoengsao Province Community Welfare Support Committee No. 1/2021 on December 28, 2020) The group managed very well.

(A), totaling 13. The fund consists of the Tha Khai Subdistrict Community Welfare Fund. Yothaka Subdistrict Community Welfare Fund Khlong Nakhon Nuea Khet Subdistrict Community Welfare Fund Khlong Na Subdistrict Community Welfare Fund Bang Khanak Subdistrict Community Welfare Fund Theparat Subdistrict Community Welfare Fund Bang Rong Subdistrict Community Welfare Fund Thung Phraya Subdistrict Community Welfare Fund Bang Khanak Subdistrict Municipality Community Welfare Fund Hua Sai Subdistrict Community Welfare Fund Khu Yai Mi Subdistrict Community Welfare Fund Samet Tai Subdistrict Community Welfare Fund and Bang Pakong Promtheprangsan Subdistrict Community Welfare Fund Well managed group.

(B), totaling 7 funds, consisting of Bueng Nam Rak Subdistrict Community Welfare Fund Nong Haen Subdistrict Community Welfare Fund Ban Pho Subdistrict Community Welfare Fund Sib Sot Sok Subdistrict Community Welfare Fund Khlong Takrao Subdistrict Community Welfare Fund Koh Khanun Subdistrict Community Welfare Fund and Tha Than Subdistrict Community Welfare Fund Management groups that need to be developed and rehabilitated.

(C) total 23 funds, consisting of the Khlong Khut Subdistrict Community Welfare Fund. Samet Nuea Subdistrict Community Welfare Fund Paknam Municipality Community Welfare Fund Mon Thong Subdistrict Community Welfare Fund Ban Song Subdistrict Community Welfare Fund Khao Hin Son Subdistrict Community Welfare Fund Dong Noi Subdistrict Community Welfare Fund Prong Akat Subdistrict Community Welfare Fund Bang Kha Subdistrict Community Welfare Fund Don Chimphli Subdistrict Community Welfare Fund Bang Pakong Municipality Community Welfare Fund Lat Khwang Subdistrict Community Welfare Fund Mueang Mai Subdistrict Community Welfare Fund Hua Samrong Subdistrict Community Welfare Fund Nong Yao Subdistrict Community Welfare Fund Tha Thong Lang Subdistrict Community Welfare Fund Lat Krathing Subdistrict Community Welfare Fund Wang Yen Subdistrict Municipality Community Welfare Fund Hua Samrong Subdistrict Municipality Community Welfare Fund Bang Samak Subdistrict Municipality Community Welfare Fund Nong Mai Kaen Subdistrict Community Welfare Fund Khlong Khuean Subdistrict Community Welfare Fund and Sanam Chai Khet Subdistrict Municipality Community Welfare Fund and the management group that must stop operations and cannot continue.

(D), a total of 9 funds consisting of Theparat Subdistrict Community Welfare Fund Kon Kaew Subdistrict Community Welfare Fund Khlong Prawet Subdistrict Community Welfare Fund Saenphuda Subdistrict Community Welfare Fund Ko Rai Subdistrict Community Welfare Fund Bang Tee Ped Subdistrict Community Welfare Fund Tha Takiab Subdistrict Community Welfare Fund Na Mueang Subdistrict Community Welfare Fund and Koh Khanun Subdistrict Municipality Community Welfare Fund.

From the results of the examination to measure the quality of management of the Community Welfare Fund. As mentioned above, it was found that there are 32 community welfare funds, accounting for the percentage. 61.53 (from a total of 52 funds) had management results that did not meet management standards. As for the funds that passed the standards,



there were 20 funds, accounting for 38.47 percent. From the above information, the researcher was interested in what are the problems that cause the performance of the community welfare funds and the administration of the community welfare funds to meet the standards only. 38.47 percent and 61.53 percent did not meet the standards. The results of the work mentioned above, the researcher, in his capacity as a committee supporting the driving of community welfare in Chachoengsao Province He is interested in what are the problems that cause the fund to fail to meet the standards by 61.53 percent. From the above-mentioned issues, the researcher is interested in researching the operational problems and using the results of studying the problems to develop effective fund management. richer The results of the research will be presented to the committee meeting in order to develop and improve fund management to meet standards consistent with the principles of self-reliance. Helping and supporting each other based on giving with value. Accept with dignity towards sustainable community development by the community for the community. In addition, the findings will be used to develop teaching and learning in public administration subjects so that students can gain knowledge and use the knowledge gained from research to further develop society and communities.

### **Research Objectives**

1. To study the management problems of the Subdistrict Community Welfare Fund in Chachoengsao Province.

### **Methodology**

Quantitative research The researcher conducted the study to determine the population used in the study, namely 19,698 members of the Community Welfare Fund in Chachoengsao Province (Agenda of the Chachoengsao Province Community Welfare Support Committee No. 1/2022 on 22 December. 2021) Determining the sample size used in the study, 392 people, using the formula of Yamane (1967), setting the proportion equal to 0.5 and at the confidence level of 95%.

Instruments used to collect quantitative data in this research The researcher used a questionnaire as a research tool. The researcher has studied from concepts, theories, documents and related research obtained from the analysis in step 1. The questionnaire used in the research is divided into 2 parts, part 1 is asking for personal information of the respondents. By choosing to answer issues that are relevant to the respondent or adding a short statement about the respondent's basic information. Part 2 is an inquiry about community welfare fund management problems in 6 areas, consisting of financial management system, information system, regulatory system or regulations. committee system Membership system and welfare management system.

Quantitative data analysis: The researcher used statistics and analysis to explain the findings as follows: Personal data of respondents were analyzed to know the distribution characteristics of the data using descriptive frequency statistics. Percent analysis of community welfare fund management problems in 6 areas: financial management system, information system, regulatory system or regulations. committee system Membership system and welfare management system Using descriptive statistics on the mean. and standard deviation.

### **Research results**

From research on problems in the management of sub-district community welfare funds in Chachoengsao Province The researcher would like to summarize and discuss the research findings as follows





Summary of problems in the management of the Subdistrict Community Welfare Fund in Chachoengsao Province.

Problems in managing the sub-district community welfare fund in Chachoengsao Province Overall, every aspect has a high level of problems in the management of the sub-district community welfare funds in Chachoengsao Province. The details are as follows:

1) Financial management system Level of problems in the management of sub-district community welfare funds in Chachoengsao Province Financial management system Overall, the level was at a high level (average 3.69), with the issue being at a high level, namely, the Community Welfare Fund has appointed a person specifically responsible for accounting (average 4.01). The Community Welfare Fund has collected Documents according to the income-expense list are complete, systematic and orderly (average 3.99), and the Community Welfare Fund has an accurate accounting system. Complete and current (average 3.95)

2) Information system Problems in managing the sub-district community welfare fund in Chachoengsao Province Information system The overall level was at a moderate level (average 3.39 with a high level of problematic issues, namely the Community Welfare Fund has organized important information and systems to be complete and current (average 3.90). The Community Welfare Fund has a register. Fund members are arranged in an orderly manner and arranged in order of priority. and the Community Welfare Fund has clear information and systematization of the number of beneficiaries and the amount of money from the fund (average 3.83).

3) Regulatory system or regulations Problems in managing the sub-district community welfare fund in Chachoengsao Province Regarding the system of rules or regulations The overall level is at a high level (average 3.86), with the problematic issue being at a high level, namely the review and amendment of fund regulations to be up to date in accordance with the situation and financial status of the fund at the annual general meeting of the fund (value Average 3.89) Written rules and regulations of the Community Welfare Fund. The members participate and receive approval from fund members, and the fund president has signed the rules and regulations (average 3.88). And the rules or regulations of the welfare fund consist of important sections, including general section, committee section, accounting section, and management section. Check the fund, member category, finance category, welfare provision category for members, and fund dissolution category (average 3.88)

4) Committee system aspect Problems in managing the sub-district community welfare fund in Chachoengsao Province Committee system Overall, the level was at a high level (average 3.64), with the problematic issue at a high level, namely, the fund committee divided roles, duties, and responsibilities as appropriate (average 3.89). The fund committee developed and administered the fund. It is in accordance with the spirit of the establishment ideology and regulations with honesty (average 3.89) and the fund committee has a diversity of genders. Age and knowledge (average 3.89)

5) Membership system Problems in managing the sub-district community welfare fund in Chachoengsao Province Membership system The overall level is at a high level (average 3.80), with problematic issues at a high level, that is, all fund members have the right to express their opinions and participate in solving problems and developing the fund (average 3.88). Fund members Everyone has the right to choose the committee. Participate in the committee to set rules and regulations, acknowledge operating results and provide recommendations for fund development (average 3.88), and all fund members have the right to receive benefits according to the fund's regulations (average 3.87).

6) Welfare management system Problems in managing the sub-district community welfare fund in Chachoengsao Province Welfare management system The overall level is at a



high level (average 3.87), with problematic issues at a high level, namely, the fund's welfare provision aims to take care of members to cover everyone, every age, every group in the area (average 3.91). Welfare arrangements of the fund have taken into account the sustainability of the fund as an important matter (mean 3.90), and welfare types of the fund have taken into account the needs of members as important (mean 3.88).

## Discussion

Discussing research results on problems in the management of sub-district community welfare funds in Chachoengsao Province. It was found that

A study of management problems of sub-district community welfare funds in Chachoengsao Province. It was found that there were problems with overall management in every aspect. The findings can be discussed as follows:

1. Problems in managing the sub-district community welfare fund in Chachoengsao Province. In terms of the financial management system, there are problems in managing the fund at a high level. The issue that is a problem at a high level is that the community welfare fund has organized There must be a dedicated person responsible for accounting. The Community Welfare Fund has a complete, systematic and orderly collection of documents according to receipts and expenses. The Community Welfare Fund has an accounting system. correct Complete and up-to-date. From the findings of the financial management system, there is a high level of problem in managing the fund due to the fact that most fund members have relatively little knowledge about finances. Therefore, in order to solve problems in this area, members of the fund must actively participate in community welfare from taking the initiative, considering, deciding, planning, participating in actions, and taking responsibility for the impacts that occur. Including promoting Support operations to bring benefits to the community according to the goals set voluntarily. In addition, the psychological participation This is the participation of the community in areas related to the mind, emotions, and values and attitudes of the people in the community as a guide to participate in community welfare provision. By showing initiative and creative actions to achieve the stated objectives, those who take part will feel proud, connected, and feel responsible for the activities that are carried out voluntarily. Consistent with the concept of Charoenwongsak. K. (2000). Said that there is widespread participation of network members (All Stakeholders Participation). Participation of members in the network is a very important process in developing the strength of the network because the process is involved. Participation of all parties in the network (All Stakeholders in Network) is a condition that creates joint awareness and thinking. jointly decide and participate Take action vigorously therefore, the status of members in the network should be in terms of equality (Equal status) as partners (Partner) of the network, which is a horizontal relationship (Horizontal Relationship) that is equal instead of a horizontal relationship. Vertical Relationship) means that if a network is formed between the state and local communities, government agencies must place themselves on a par with citizens as members of the network. It is not about posing as a lord over the people. However, although this is difficult in practice in many cases, it requires changing the mindset of members in the network and creating other environmental contexts. But it is still something that needs to be done if we want to build a strong network.

2) Problems in managing the sub-district community welfare fund in Chachoengsao Province Information system Overall, it is at a moderate level. The problematic issue is that the Community Welfare Fund has organized important information and systems to be complete and current. The Community Welfare Fund has an orderly registration of fund members and



arranges them in order. The Community Welfare Fund has clear information and systematization of the number of beneficiaries and the amount of money from the fund. From the above findings, it is consistent with Siri. K. (2023), [online]) who said that fund committees still lack knowledge, expertise and access to the use of information technology. Applied to the work of the fund There is no correct and clear management, causing a lack of continuity in data management. In addition, some members have different opinions regarding various welfare operations and understanding of the fund's operations. Information on the welfare of the fund and the purpose of setting up the fund. Participation in work because some committee members have responsibilities other than working for the fund. This causes little participation in expressing opinions between members and the committee. Therefore, in order to solve the problem in the fund information system The fund must allow the new generation to have the opportunity to participate as a committee member in the fund's operations. For the new generation to be able to use and apply modern knowledge and information technology knowledge. Including access to the use of the internet to benefit the fund information system. In addition, the committee and operators should be encouraged to receive knowledge training from outside agencies or have outside agencies come in to provide knowledge in order to develop the potential of fund operators (Siri. K. (2023), [online ])

3) Problems in managing the sub-district community welfare fund in Chachoengsao Province Regarding the system of rules or regulations Overall, it is at a high level. The problematic issue is that the fund regulations are revised to be current and consistent with the fund's financial situation and status at the fund's annual general meeting. Written regulations and criteria of the Community Welfare Fund The members have participated and received approval from the fund members and the fund president has signed the rules and regulations. And the rules or regulations of the welfare fund consist of important sections, including the general section, committee section, accounting section, fund inspection section, member section, finance section, welfare provision section for members, and fund dissolution section. The above mentioned problematic issues are due to regulations. Government regulations regarding requesting budget support When government officials invite a meeting of committee representatives, problems in this area should be brought to the agency to consider solving and reflecting problems that arise in the government sector so that they recognize their importance in order to provide regulations and criteria for requesting financial support to expand the member base. The number of people is proportional to the context. of each area Therefore, in order to solve problems in the regulatory system or regulations The fund must develop a regulatory system or regulations with an emphasis on participation in thinking. Decide on public relations and communicate information to members and local people to understand correct information. In order to develop the fund and must respect each other By adhering to the rules and regulations for working together between the committee and members of the fund. This research is consistent with the concept of Kenaphum. S. (2008). (cited in Ngamlamom. W. (2016). which stated that participation is where members have the opportunity to jointly think, jointly decide, jointly plan, jointly implement the project, jointly monitor and evaluate. results to achieve the desired goals Participation must come from voluntary satisfaction and mutual benefit from the community as a whole. In addition, this research is consistent with the research of Chanuchit. N. (2011). who conducted research on Community Welfare Fund Management in Pho Mak Khaeng Subdistrict Bueng Khong Long District Bueng Kan Province And it can be concluded that social welfare management by the Pho Mak Khaeng Subdistrict Community Welfare Fund has a management process in 6 areas, namely planning, organization, driving operations, coordination. Controlling and supporting the budget with Promoting collaborative learning Participation public relations communication organized



organization with a plan In addition, the Mak Pho Mak Khaeng Subdistrict Community Welfare Fund also has a special feature in that it has factors supporting strength and sustainable development, namely internal factors, including social capital, financial capital. Social and cultural capital and external factors Including external opportunity situations The community and assistance from various agencies according to budget support from government agencies and the use of technology in management have made the Pho Mak Khaeng Subdistrict Community Welfare Fund operate continuously throughout the period.

4) Problems in managing the sub-district community welfare fund in Chachoengsao Province. Committee system Overall, it is at a high level. The problematic issue is that the fund committee has divided roles, duties and responsibilities as appropriate. The fund committee develops and manages the fund in accordance with the founding ideology and regulations with honesty. and the fund committee has gender diversity. age and knowledge This research is consistent with the research of Praison Yodbunma (2014) who conducted research on Guidelines for managing community welfare funds towards strength. Case study: Cham Pa Wai Subdistrict Community Welfare Fund. Mueang Phayao District, Phayao Province, found that information on obstacles, problems, and obstacles affecting the overall picture of operations Including opinions on approaches and opportunities for developing fund management, namely community welfare fund operations. It has been concluded that the issues are both similar and somewhat different. A summary of the various issues that many people have commented on is that fund members lack knowledge and understanding of the issues of members and lack knowledge and understanding in carrying out activities. and proper participation according to the objectives of community welfare fund operations The solution is to accelerate public relations and create knowledge and understanding. Through the process of participation in exchanging knowledge and providing information and opinions in the arena at various levels and in the arena of organizing activities under cooperation in various activities in the community with institutions or organizations in the community to help public relations be widely and continuously In addition, this research is consistent with the research of Lawan. L. (2011) who conducted a research on the management problems of the community welfare funds of the Subdistrict Administrative Organization in Roi Et Province and concluded that the group of chairmen/committee Fund committee Important problems found were communication, including lack of public relations to relevant agencies/individuals, lack of training to provide knowledge to stakeholders, and clarity in the form of public participation in operations. Fund work and knowledge Understanding of principles and practices In addition, this research is also consistent with the research of Sapso. N. (2011). who conducted research on I have studied the subject. Management of the Natan Subdistrict Community Welfare Fund, Tao Ngoi District, Sakon Nakhon Province And it can be concluded that the obstacles at the Natan Subdistrict Community Welfare Fund, Tao Ngoi District, Sakon Nakhon Province are the management of the fund committee, lack of knowledge and understanding of fund administration, and lack of a clear operational plan. Some committee members have multiple duties in the community, causing a lack of continuity in the management of the fund. The committee should allocate time to provide knowledge. Understanding how the fund operates allows every member to participate and feel included. That will make the teamwork system effective because everyone plays an important role in teamwork because sometimes the committee may assume that some members do not need to know about certain matters. That may mean blocking or concealing information that causes problems in working within a team system. Therefore, you must manage this point well.

5) Problems with the management of the Subdistrict Community Welfare Fund in Chachoengsao Province. Membership system Overall, it is at a high level.





The problematic issue is that every member of the fund has the right to express their opinions and participate in solving problems and developing the fund. Every member of the fund has the right to elect the board of directors. Participate in the committee to set rules and regulations, receive performance results and make recommendations for the development of the fund and all fund members have the right to receive benefits according to the fund's regulations. For the efficiency of fund management, the community welfare fund should be strengthened in terms of knowledge. Fund member abilities Community welfare in good management Receiving budget and personnel support from government agencies Participation of members in fund management It has high-level relationships and community welfare funds. Consistent with the idea of Bangmo. S. (2009); Saritwanich. S. (2010); Boonyatisthan. E. (2010) are in line with the research of Khamtaphan. P. (2014) doing research on Management of community welfare funds according to the PDCA quality cycle concept in Sob Bong Subdistrict, Phu Sang District, Phayao Province. It was found that the management of community welfare funds in Sob Bong Subdistrict, Phu Sang District, Phayao Province should be carried out according to the work process according to the PDCA quality cycle concept. is work planning Implementation of the plan, inspection, monitoring and evaluation of work performance through a working group that has knowledge and ability to perform work as well as allowing members to inspect work in order to build confidence among fund members and units. Able to report support Strategy for developing and publicizing the fund's operations In the management of the community welfare fund, it is necessary to publicize the fund's operations to members who have a stake in the fund's operations. As the Community Organization Development Institute (Public Organization) (2013) gave an idea about the development of community welfare fund operations. Publicizing the fund operations to members to know the results of operations, including Petprasert N. et al. (2007). Mentioned that Understanding may include inviting each other to see the establishment of a welfare fund succeed. Strategies to promote increasing the number of fund members This is in accordance with Narong's request. Petprasert (2004) mentioned guidelines for fund operations regarding the fund establishment process that the fund's information system must be systematic, up-to-date, open, and transparent, such as member information, fund information, payments, benefits, etc. In addition to keeping it at the office, it may also be publicized for members to know. This can be done in many forms, such as posting announcements at public places at the fund office or sending them to members' homes, as appropriate. This is consistent with the research of Khamtaphan. P. (2014). on fund management. Community welfare according to the PDCA quality cycle concept in Sob Bong Subdistrict, Phu Sang District, Phayao Province. It was found that the management of the community welfare fund in Sob Bong Subdistrict, Phu Sang District, Phayao Province should be carried out according to the work process according to the PDCA quality cycle concept, that is, planning. work Implementation of plans, inspections, monitoring and evaluation of performance. In terms of promoting the increase in the number of fund members

6) Problems in managing the sub-district community welfare fund in Chachoengsao Province. Welfare management system Overall, it is at a moderate level. The problematic issue is that the welfare of the fund aims to care for members to cover everyone, every age, every group in the area. Welfare arrangements of the fund have been made with consideration of the sustainability of the fund and the



types of welfare of the fund have been made with consideration of the needs of members. From the findings, it can be discussed that welfare provision for members and communities is consistent with the context in a participatory and fair manner. There should be a strategy, namely a strategy to promote a comprehensive and thorough welfare system. This is in line with the concept of community welfare at Petprasert N. et al. (2007). said in guidelines for community welfare operations that setting up a welfare fund will allow members to receive care from birth until death. which ordinary villagers have never received before and to be able to take care of each other's welfare whether they are good or poor And also help each other take care of neighbors who are unable to help themselves, such as children, the elderly, and the disabled, creating love and Be considerate of each other Consistent with Kongpaen. S. (2015). The concept of developing community welfare funds according to Dr. Puey's principles: Community welfare funds are based on the principle of "self-reliance" of people in the community. It was found that community welfare funds not only pay welfare to Members only A certain amount of money has also been allocated to help society in difficult times, such as helping in times of disaster. Helping the underprivileged and disabled to access the community welfare system like everyone else is a form of caring between people and people.

### **New knowledge**

Research on management problems of sub-district community welfare funds in Chachoengsao Province The researcher would like to present new knowledge in each area as follows:

1. Problems in managing the sub-district community welfare fund in Chachoengsao Province In terms of the financial management system, there are high levels of administrative problems because the Community Welfare Fund has people responsible for accounting, most of whom have not specifically graduated in this field. The system for filing documents according to receipts and expenditures is still not systematic and organized, and the accounting system is still incorrect. complete and current the above problem arises from the fact that most fund members have relatively little knowledge about finances. Therefore, in order to solve problems in this area, members of the fund must participate in thinking. Work together and solve problems together as partners of the fund. This is a horizontal relationship where members are equal instead of a vertical relationship. This means that if a network is formed between the fund and the members The fund (fund administrator) must place itself in a position equal to that of the members as members of the fund, not positioning themselves as bosses over the members.

2) Problems in managing the sub-district community welfare fund in Chachoengsao Province Information system Overall, the problem was at a moderate level, namely information and organizing the information system to be complete and up-to-date. Fund member registration Number of beneficiaries and the amount of the fund This problem may be the result of the fund committee lacking knowledge. Expertise and access to information technology applied to the work of the fund There is no correct and clear management, resulting in a lack of continuity in data management. In addition, some members have different opinions regarding various welfare operations and understanding of the fund's operations. Information on the welfare of the fund and the purpose of establishing the fund. Participation in work because some committee members have responsibilities other than working for the fund. Therefore, in order to solve the problem in the fund information system The fund must allow the new generation to have the opportunity to participate as a committee member in the fund's



operations. So that the new generation can use and apply information technology knowledge. Including the use of the internet system to benefit the fund information system. In addition, the committee and operators should be encouraged to receive knowledge training from outside agencies or have outside agencies come in to provide knowledge to develop the potential of fund operators.

3) Problems in managing the sub-district community welfare fund in Chachoengsao Province Regarding the system of rules or regulations Overall, there is a high level of problem in amending fund regulations to be current and consistent with the situation and financial status of the fund. Members participate in determining the rules and criteria of the Community Welfare Fund. The above mentioned problematic issues are due to regulations. Government regulations regarding requesting budget support When government officials invite committee representatives to a meeting, they should bring problems in this section to the agency to consider solving and reflect problems that arise in the government sector to recognize its importance. to keep order the criteria for requesting financial support to expand the member base are proportional to the number of recipients and the context of each area. Therefore, in order to solve problems in the regulatory system or regulations The fund must develop a regulatory system or regulations with an emphasis on participation in thinking. Decide on public relations and communicate information to members and local people to understand correct information. In order to develop the fund and must respect each other. By adhering to the rules and regulations for working together between the committee and fund members in publicizing thoroughly for members to know.

4) Problems in managing the sub-district community welfare fund in Chachoengsao Province. Membership system Overall, there are problems at a high level, that is, every member of the fund has the right to express their opinions and participate in solving problems and developing the fund. Every member of the fund has the right to elect the board of directors. Participate in the committee to set rules and regulations, receive performance results and make recommendations for the development of the fund and all fund members have the right to receive benefits according to the fund's regulations. For the efficiency of fund management, the community welfare fund should be strengthened in terms of knowledge. The ability of members of the Community Welfare Fund to provide good management Government agencies should provide budgetary support and provide personnel to provide knowledge to members of the fund.

5) Problems with the management of the Subdistrict Community Welfare Fund in Chachoengsao Province. Welfare management system Overall, the problem is at a moderate level, namely, the fund's welfare provision aims to take care of members to cover everyone, every age, every group in the area. Welfare arrangements of the fund have been made with consideration of the sustainability of the fund and the types of welfare of the fund have been made with consideration of the needs of members. For efficiency in fund management, welfare should be provided to members and communities that are consistent with the context in a participatory and fair manner. There should be a strategy, namely a strategy to promote a comprehensive and thorough welfare system from birth until death. which ordinary villagers have never received before and allow them to take care of each other's welfare, whether good or poor, and also help each other to care for neighbors who cannot help themselves, such as children, the elderly, and the disabled, creating love and generosity for one another on the principal self-reliance

## Suggestions

1. Suggestions for using research results



1) The findings from this study should be used. to be a driving force in creating community welfare, leading to the creation of a sub-district community welfare network This expands the success of community welfare at the national level.

2) Local government organizations should promote and support community welfare. To find a clear and appropriate point that is concrete as an agency that supports community welfare. The public sector is the main organizer of community welfare activities. For the stability and sustainability of community welfare work

3) Should study guidelines for managing community welfare funds. We focus on creating direct experience for members by exchanging knowledge between our funds and successful funds. This will create cooperation between the funds. The idea is in the same direction to jointly develop the community to be strong and sustainable. The network concept should be used as a central platform for exchanging knowledge. Create knowledge By going on study tours or sending members to be embedded in each area where successful funds operate in order to apply the knowledge gained in developing their own funds to suit the context of each fund.

4) Should focus on creating understanding among citizens or members in the fund's operating area. By creating awareness of the importance of the fund It is to create understanding in order to be proud of one's own community, making it possible to use the funds available in one's own community to develop oneself and one's family. This is because our community has good community welfare which will be a guarantee of success. Stability for ourselves and the community will continue to be effective. This must allow citizens or community members to see the importance of having their own social capital and community participation. Collaborate and jointly determine development guidelines. The relevant organizational units must act as coaches or mentors to provide support instead of dictating or setting guidelines and allowing the community to implement them.

### **Suggestions for research**

1 Research should be conducted that involves comparative studies in several funds in order to use the results from comparing the problems and needs of each fund to find appropriate measures and mechanisms for planning to promote the administration of the sub-district community welfare funds. next appropriate

2 The study should be conducted by means of extracting lessons learned from the success of community welfare provision by the public sector in each region throughout the country by conducting a comparative study of the strengths and factors affecting the success of each fund. To create a guideline for providing community welfare for communities that are not yet able to provide community welfare or communities that are starting to provide community welfare.

3. Should continue to study the role of local government organizations. Community welfare To provide information for formulating policies related to community welfare.

4. There should be additional research into the elements and causes that will strengthen community welfare management. There is further development of group integration in carrying out other activities.

5. A comparative study should be conducted between the community welfare fund networks in order to use the results of the study as guidelines for developing the management of sub-district community welfare by the public sector to be more efficient in the future.

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