

The Leadership Developments Process for Sustainable Community Forest Management in Nakhon Ratchasima Province

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Abstract: This research, the objective of this study was to study the role of forest masters in the management of model community forests in Nakhon Ratchasima Province. And to propose a leadership development process for sustainable community forest management in Nakhon Ratchasima Province. It is qualitative research. By conducting in-depth interviews with local philosophers, community leaders, community forest committee, and villagers in the area totaling 30 persons and conducting a specific group discussion with 15 persons. The data collection tool used structured interviews. And to analyze expository data using the Samsao technique. The results of the research show that 1) Forest scholars played a role in the management of model community forests in Nakhon Ratchasima Province, as a representative role of the community. Role as a motivator Negotiator role, role as a teacher, the role of the team builder, the role of problem-solver, and the role of supervisor. Thus, enabling efficient management of the model community forest the community participated in the proper utilization of resources and the community realized the shared value of community resources through the leadership of forest masters. 2) Leadership development process for sustainable community forest management in Nakhon Ratchasima Province. It consists of 5 important processes called the "KLIPS Model": (1) The knowledge management process (K = Knowledge) (2) The leadership formation process (L = Leadership) (3) The innovation development process (I = Innovation) (4) The Participation process (P = Participation) and (5) The Networking process (S = Social Networks)

Index Terms: Leadership, Scholars of The Forest, Community Forest

1. Introduction

“Community Forests” are forest areas where people in the community participate in management in order to serve the objectives set by the community. The purpose of each community forest operation depends on the needs of the community that expects from community forests or it could be said that it is the benefits from the community forest itself. There are 3 main benefits from community forests in Thailand: 1) Environmental benefits, it is beneficial found that the community wishes to gain from the community forest operation in the early phase and continuing until now to resolve or mitigate problems that arise such as upstream water that affects agricultural occupation. 2) Social benefits, communities are benefiting from community forest in a social way in the form of co-operation and implementation of forest management activities as a result of public work, which affects love, unity, and conscience that can affect other activities together in the community including in beliefs, rituals, and traditions. 3) Economic benefits, from past studies, it was found that the community forest benefit in this area is not as high as it should be. This is because the community makes use of the forest as a fishing net, not needed in business. Also, the limitations of the relevant forest legal status, this is obtained in the form of the collection of wild and medicinal products as permitted by law for domestic consumption only. However, if carefully considered, it can be concluded that every community forest provides benefits to the communities and those involved in all 3 aspects at the same time, but each side may more or less vary. The benefits from community forests may be elevated to a higher level than what is currently adopted. If there is an activity in the management of community forest areas, to balance the benefits of all 3 areas that will affect the sustainable development of the community forest [1].

“Community forest management” is a forest area that is managed through a process of participation from both people and community organizations, both directly and indirectly, based on local beliefs and cultures for the benefit of consistent and sustainable community needs [2]. It is forest management that people use according to the way of life of the people in that community with the family system, traditions, beliefs, and regulations in the community. Therefore, community forest management has many forms, depending on the ecological characteristics, cultures, wisdom, beliefs, and traditions of the communities in each locality. It is an activity of people in the area around the forest or in the forest area, which contributes to the benefits of forest resources, both for their benefit and the community. It is an activity that encourages and empowers people to participate in the management, preservation, protection, and utilization of forests, under the concept of sustainable natural resource management [3]. The

community forest is alternative ecological resource management with a community based or community-based resource management that have a practice, a system of rights, or a shared resource system of the community. In such managing is for conservation and sustainable use of the community. Moreover, community forest is a form of land-use, forests, and various resources from the forest that the villagers in rural communities near the forest have been using for a long time. With a land use classification system, forests and their resources are territories and rules of use that are widely recognized and accepted within the community and neighboring communities. In addition, there is a form of community organization responsible for the management and proper maintenance, based on folk wisdom arising from the accumulation of experiences of adapting to the physical and social environment, local culture through the process of collecting and transmitting that wisdom for many generations. The concept of community forest as an alternative to forest resource management or as a powerful tool for empowering local communities. Community forests will help preserve and restore the environment and help alleviate poverty problems for rural people [4].

The use of community forest areas with a lack of consciousness in the conservation of resources in community forests, the large forest area in Nakhon Ratchasima tends to decrease every year. The damage was not preserved for the community to use, which resulted in the continuous deterioration of large forest resources. Since community forests are like a fence of a large forest, when the fence is destroyed, invasion and exploitation of the large forest follow. Although there are many forest management laws, they are not thoroughly enforced. One of the major problems is the encroachment of forests for exploitation through loopholes of the law. The ambiguity of the forest boundary and the encroachment of local people by inducing or having a group of extraterrestrial funds in the background because local people lack knowledge of the law. Later, there is a community forest network group called "Nakhon Ratchasima Community Forest Network Committee" at all of the community, area and, provincial levels. The key person who plays a key role in the "forest experts" is the leader in driving activities to raise consciousness in community forest management. Cooperation with government sectors that advise and provide knowledge about legal activities. Therefore, it appears to be the most empirical approach to community forest management in the area, which is to build community-conscious for conservation and balanced use. The awareness of the community's impact on living in the community and on the surrounding area of the community forest causing the integration. Joining as a network at the local level with the government sectors support such as education about the legal punishment of trespassing and occupying the forest area and as well as providing knowledge. Consistently fostering a conscious in forest resource conservation in community forest has resulted in a prototype area for the community forest management that is in line with local people's living context. Therefore, this research is the study of the forest experts in the management of prototype community forests in Nakhon Ratchasima Province. By studying the model community forest management mechanisms that were successful at the local level with the wisdom and knowledge created by the accumulation of experience. Adaptations of physical, social, and cultural through generations of spatial management processes by a key person known as the "forest experts" and to present the process of leadership development in sustainable community forest management in Nakhon Ratchasima Province. In conclusion, lessons learned from forest experts in the prototype community forest that have been successfully managed. This will be a guideline for leadership development for sustainable community forest management in other areas.

2. Research Objectives

1. To study the role of forest experts in the management of prototype community forest in Nakhon Ratchasima Province.
2. To present the process of developing leadership in sustainable community forest management in Nakhon Ratchasima Province.

3. Research Methodology

A. Research scopes

1) Area boundary

This research was studied in the prototype community forest area that received the Outstanding Community Forest Award at the provincial level from the project "Kon Luk Pa Rak Community" in Nong Boon Mak District, Pak Thong Chai District, and Sung Noen District, Nakhon Ratchasima Province.

B. Scope of data source

Key contributors for in-depth interviews using a specific selection method from 30 involved people in community forest management, divided into 4 groups: 1) Government sectors are the Director of the Forest Resources Management Office 8 (Nakhon Ratchasima), the Director of Community Forest Management, and officer of promoting community forest work. 2) Community leaders are monks, chief executive of the SAO, sub-district

administrative organization staff, a village chief, community forest committee, and community organization leader. 3) People in the research area and 4) Youth groups, community forest networks, or participants in community forest conservation activities in Nakhon Ratchasima Province.

Specific group participants using specific selection method from involved people in community forest management. This could be the same group with the key informants in the in-depth interview, totaling 15 people, divided into 3 groups: 1) academic group on community forest management and creating conscious 2) a group of community leaders or villagers that drive community forest management activities 3) a group of participants in community forest conservation activities in Nakhon Ratchasima Province.

C. Content scope

The researcher determined the content scope by reviewing relevant research papers, by studying only issues related to the concept of community forest management theory, concepts of Buddhist leadership study, concepts about engagement, and concepts of networking.

D. Data Collection Tools

Interview form on community forest management model role of community leaders, a mainstay in using wisdom, beliefs, rituals, and activities affecting community forest management. There are both formal and informal interviews.

Participatory and non-participatory observations on the process of creating a conscious community forest management. Performing rituals and community behaviors or groups of participants in various activities related to community forest management.

E. Information Collection

The interview was conducted through a formal interview, which is a structured interview. The interview was conducted according to the interview guidelines by interviewing target groups to find answers to the research objectives. An informal interview that is an unstructured interview was conducted by interviewing openness, not limited to answers to catch the points and interpreting.

Participatory observation, the researcher has revealed himself to be a researcher who gets involved in activities related to community forest management by participating in activities to observe, inquire about questionable information, take notes, observe activities to study events and behaviors that occurred during the event. And non-participatory observation, the researchers observed the behavior of the leaders and the participants by not participating in or participating in that activity.

F. Data analysis

It is the analysis and synthesis of information using the content analysis method. By analyzing the model of community forest management in the upper Mun River Basin. The role of the forest experts in creating a collective consciousness in the management of the prototype community forest in the upper Mun River Basin and to present the model of a process for creating a shared consciousness in the management of the prototype community forest in the upper Mun River basin by the forest experts. To see the elements according to characteristics of the empirical data by relying on qualitative data for analysis and synthesis, respectively.

4. Research Results

1. Forest experts found that there were all community leaders, leader of community organization, monks, experts, villagers, and government sectors representatives who have played a leadership role in driving the prototype community of forest management activities in Nakhon Ratchasima Province to play the role of each group of forest experts, the community forest management activities will be carried out in the manner of working as a partner to a joint action network. The forest experts have played an important role in the development of work on prototype community forest management in 7 roles. 1) Representative role of the community in various actions as a community leader or group leader 2) The role of the communicator is to motivate people in the area to recognize the importance of forests and to take part. 3) Being a negotiator is to focus on protecting the interests of the community forest and the public. 4) The activist role is to educate members on community forest management or to lead activities. 5) The role of a team builder to create a network partner to drive strong work. 6) The role of a talent editor is a visionary that able to diagnose and deal with various problems in a timely manner. And 7) the role of supervisor of community forest management activities is to play a leadership role in driving activities related to community forest management in the area.

2. From the study of the role of the forest experts who played a leadership role in the management of the prototype community forest in Nakhon Ratchasima Province until the concrete results were found and the empirical results were seen in many areas. The research team, therefore, summarized the process of developing leadership in sustainable community forest management in Nakhon Ratchasima Province by forest experts. There are five important processes, called the “KLIPS Model”. It consists of 1) Knowledge management (K = Knowledge) is a development process by promoting learning about community forest management, such as impacts education, benefits of community forest management, principles of community forest management, regulations, laws, and including local wisdom management. 2) Leadership (L = Leadership) is a process of encouraging communities to self-manage themselves in various ways by encouraging people in the community to be leaders in forest management to achieve the sustainability of their local community forests literally. 3) Innovative development of community forest management (I = Innovation) is a process to promote the development of community forest management model with new wisdom and knowledge, including the use of modern technology to support community forest management. 4) Participation creation (P = Participation) is the process of creating consciousness of local participation and finding partnerships to drive the activities in community forest management. And 5) social networks (S = Social Networks) is the process of building support networks in the implementation of activities. Public relations and dissemination of works, including finding sponsors for organizing activities, disseminate knowledge and expand the results of community forest management in other areas.

5. Discussion

1. Forest experts have played a role in the development of community forest management in 7 roles. 1) Representative role of the community in various actions as a community leader or group leader 2) The role of the communicator is to motivate people in the area to recognize the importance of forests and to take part. 3) Being a negotiator is to focus on protecting the interests of the community forest and the public. 4) The activist role is to educate members on community forest management or to lead activities. 5) The role of a team builder to create a network partner to drive strong work. 6) The role of a talent editor is a visionary that able to diagnose and deal with various problems in a timely manner. And 7) the role of supervisor of activities related to community forest management. In accordance with Thawatchai Phaengphinit [5] studied the characteristics of villagers in the Northeastern New Plan Agriculture, it was found that villager experts work on new farming strategies by integrated farming through the concept of sufficiency economy, according to the new theory of the Majesty King Rama 9. The characteristics of the new agricultural scholars in the Northeast consisted of falling and thinking differently, creating alternatives, adhering to the practice to develop, presenting, and faith in a sufficiency economy.

2. The process of developing leadership in sustainable community forest management in Nakhon Ratchasima Province by forest experts. There are 5 important processes, called the “KLIPS Model”. It consists of 1) Knowledge management (K = Knowledge) 2) Leadership (L = Leadership) 3) Innovative development of community forest management (I = Innovation) 4) Participation creation (P = Participation) 5) social networks (S = Social Networks). In line with Vimollak Chuchart [2], he researched the process of building a learning network for forest resource conservation. It was found that to make the learning network going on for sustainable existence, members should be arranged to meet at regular intervals, both formal and informal, support the organization of network activities, give value, morale, and encouragement to members and encourage cooperation in activities of exchanging information with each other, cultivate members to have a sense of ownership of the organization and cherish local resources[6]. As well as systematic learning and building a learning network in coordination with various agencies in communities and outside the community [7], to play a role in promoting the learning process of the community, [8] member development, develop relationships between people in the group as members of the organization to ensure continuity and to coordinate smoothly [9].

6. Conclusion

The study revealed the role of forest experts in the prototype community forest management, divided into 3 groups of forest experts, the main forest experts such as the community forest committee, sub-district administrative organization, and people in the area. The secondary group of forest experts, namely the Office of Forest Resource Management 8 (Nakhon Ratchasima) and Nakhon Ratchasima provincial administrative organization. And 3) Forest experts, support groups, including educational institutions, forest fire-prevention volunteers, including the private sector. In summary, each group of forest scholars plays similar roles in community forest management, divided into 7 roles. 1) The role of an educator is to provide guidance on the management of regulations to the members, to educate members on the management of community forests, and the representation of the community. 2) The role of the building management process is to promote, support, and carry out activities of forest conservation management and control of all community forest management activities. 3) The role of wisdom leadership is to lead by belief, promote the community tradition, and being able to solve the wisdom immediately that can take action to deal with any problems in a timely manner. 4) The role of a network creator is to be a partner or network partner in

collaboration and contribute to community forest management. 5) The role of the coordinator is to motivate people in the area to recognize the importance of forests and to take part in and negotiating for the benefit of the forest, including building a team. 6) The role of solving problems immediately is to be able to diagnose the action and deal with various problems in a timely manner. And 7) the role of manager of activities related to overall community forest management. In terms of leadership development or forest experts, the research team has summarized the process of developing leadership in sustainable community forest management in Nakhon Ratchasima Province, summarized in 5 points, called the “KLIPS Model” consisting of 1) Knowledge management (K = Knowledge) is a developed process by promoting learning about community forest management. 2) Leadership build-up (L = Leadership) is a process to encourage communities to become leaders in the management of community forests by themselves. 3) Innovative development for community forest management (I = Innovation) is the process of promoting innovation development with new wisdom and knowledge, including the use of modern technology for community forest management. 4) The creation of participation (P = Participation) is the process of creating consciousness of the people in the area. And 5) social networks (S = Social Networks) is a process of building support networks in the implementation of activities, publicize, disseminate the results, and expand the results of community forest management in other areas. As mentioned above can be summarized in Fig. 1.

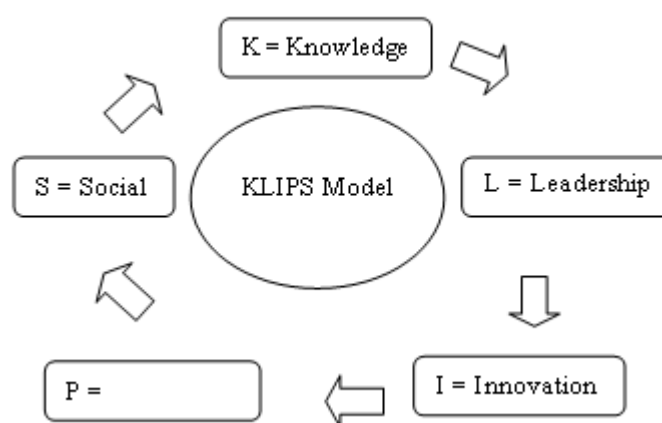


Fig. 1 KLIPS Model

7. Suggestion

A. Suggestions for utilization

The public sector should have a code of practice, including policies to promote community forest management on the basis of coexistence of the community and fair government law enforcement in accordance with the local context.

There should be an action plan of network partners to build participation in community forest conservation based on the use of the community as a driving force.

B. Suggestions for the next research

Action research to find appropriate community forest management mechanisms according to the context, ecology, culture, and geography of each area.

Research to develop community forest areas for economic use and conservation for sustainable use of community forests..

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