

A Model of Successful Innovation of Local Government Organizations: A Case Study of Thung Hua Chang Subdistrict Municipality, Thung Hua Chang District, Lamphun Province

Wit Setthakorn¹ and Jirawat Metasuttirat^{2,*}

¹*Faculty of Humanities and Social Sciences, Lampang Rajabhat University,
Lampang 52100, Thailand*

²*School of Management Science, Sukhothai Thammathirat Open University,
Nonthaburi 11120, Thailand*

**Corresponding author's e-mail: Jirawatmeta@gmail.com*

Abstract The purposes of this qualitative research were to investigate the factors affecting the success of implementing the innovation project called “Good School Near Home, Continuing Sufficiency Economy, Integrating Local Way of Life” and to study the development guidelines of the innovation. The study results indicate that the distinctive points of the innovation project of Thung Hua Chang Subdistrict Municipality are the integration of teaching and learning consistent with the local area and the management of support for the school. The success factors in the implementation of the innovation project were as follows. 1) Personal factors: School administrators and local staff are experienced, competent professionals who understand the context of the area 2) Development factors: Focus on new learning methods that make a difference using modern teaching techniques. 3) Administrative factors: An important factor is the decentralization of local government organizations to drive work in the area with policy independence that can effectively develop the school. New findings for approaches to developing local innovation projects were 1) Developing the school curriculum in line with the context and needs of local people. 2) Continuous planning policy of Thung Hua Chang subdistrict municipality. 3) Creating cooperation with networks and local agencies. As for the limitations, the central bureaucratic structure that controls the local authority of the municipality and local schools is quite high, causing development to be limited.

Keywords Local government organization; Innovation project;
Good governance; Thung Hua Chang Subdistrict municipality

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Introduction

Decentralization of local government organizations has long been focused on in Thailand, especially in the case of transferring the mission of providing public services to local people in various areas, namely public health, social welfare, and education. Transferring missions for decentralization to local government organizations is an important part that affects the efficiency of public services and the management of areas consistent with the local context. Puang-ngam (2016) discussed the concept of decentralization, which gives people in each locality an opportunity to take care of and solve the problems of their locality. Philosophically, it is consistent with the social context concept that recognizes the importance between people and their environment. People who live far away from a locality need help understanding the locality and the locals. Even if some people can recognize the problems of other localities, pushing the people in their locality to pay attention and recognize their problems, be responsible, care for, and cherish is a critical condition ensuring that there is someone to take care of the locality forever. This concept points out the importance of decentralization in creating participation of people in the community, which is an appropriate way for local development.

Thung Hua Chang Subdistrict Municipality implemented the innovation project “Good School Near Home, Continuing Sufficiency Economy, Integrating Local Way of Life” to be evaluated by the local government organization with a good governance award in fiscal year 2018. Thung Hua Chang Subdistrict Municipality won the second- place prize for the general category (Office of the Commission on Decentralization to Local Administrative Organizations, 2018). The performance of Thung Hua Chang Subdistrict Municipality, which has been successful in both good governance and implementation of the innovation project, is important knowledge for further development of public services and a model for other local government organizations. For this reason, the researcher conducted the research to extract lessons learned from the management of Thung Hua Chang Subdistrict Municipality in the innovation project: “Good School Near Home, Continuing Sufficiency Economy, Integrating Local Way of Life”, a project of Thung Hua Chang Municipality School under the jurisdiction of Thung Hua Chang Subdistrict Municipality, Thung Hua Chang District, Lamphun Province. Thung Hua Chang Municipality School has good school management in terms of human resource management and structure management. As Thung Hua Chang Subdistrict Municipality plays an important role in school development, integrated learning and readiness of the appropriate and modern infrastructure for students have been created. The research team, therefore, focused on studying the factors affecting the success of implementing the innovation project and the development guidelines of the school developed by Thung Hua Chang Subdistrict Municipality to obtain the operational guidelines and a model for management of schools under the local government organizations.

Literature review

The innovation project, called “Good School Near Home” of Thung Hua Chang Subdistrict Municipality, won second place in the category of local government organization with good governance in the general category in the fiscal year 2018 (Office of the Commission on Decentralization to Local Administrative Organizations, 2018). The operations can reflect the decentralization to local government organizations in carrying out educational missions, which is related to decentralization and Thai government administration. In the case of the Thung Hua Chang Subdistrict Municipality, it is the transfer of a basic educational institution under the local government organization.

The first part of the literature review discusses the conceptual framework called, “*Intergovernmental Relations and Intergovernmental Management*” (GR and IGM).

Luangprapat (2016, p. 12) stated that the guideline for “organizing relationships” between the mechanism structures and the dispersed actors to work together with “unity in policy” is not structural.

At the same time, it will allow various mechanisms to drive work under their own missions and responsibilities towards common goals, rather than operating under conflict and competition for resources, which will cause tensions in the system, negatively affecting the overall public administration. The concept of GR and IGM focuses on government administration consistent with the context. The work of local government organizations is the work that has a close relationship with people who provide effective public services.

Chareonmuang (2010) also discussed the essence of local government. That is, local government, in its true meaning, is the self-government of people in each locality, consisting of at least six important aspects. Firstly, local people have the autonomy to make decisions and manage their locality. This autonomy comprises six dimensions including: policy autonomy, planning autonomy, regulatory autonomy, financial autonomy, and administrative autonomy for policies, projects, and regulations to be effective as planned. Personnel autonomy is not to take care of civil servants of the central government or other districts and the local government cannot appoint, remove, punish, or transfer all or some personnel. According to this information, an important point related to local government organizations' work. The essence of local government is wanting the people to participate in governance, set their development policies and directions, and have administrative autonomy in every aspect, including issuing regulations and laws and formulating fiscal management policies. These elements will lead to effective local government administration.

Regarding the powers and duties of local government organizations, the powers and duties that should be allocated and designated as the responsibility of local government organizations include (Rattanasermpong & Sriram, 2013) providing public services that meet the basic needs of people, maintaining peace, order and security, providing social welfare and public assistance, managing and conserving natural resources and the environment, promoting and preserving arts, culture, traditions and local wisdom, facilitating and serving people and local development. This research article studied the school administration under the jurisdiction of a local government organization, which is a public service that responds to the necessities of people. This type of public service is the most important mission of local government organizations. Public services include providing public utilities such as water supply, electricity, roads, bridges, garbage and sewage disposal, medical treatment, and education. These public services are necessary for local people. Allowing the local government to take action will make it possible to respond appropriately to the people's needs.

In terms of operation, Thung Hua Chang Municipality School can successfully carry out the school's innovation project until it was awarded to the local government organization with good management in the fiscal year 2018. Therefore, policy implementation is an important concept and theory in this project, which is the policy implementation model. Ketsuwan (2008) explained Van Meter & Van Horn model that there are 6 variables linking between policy and performance: (1) policy standards and objectives, which means that the policy must have concrete objectives and clear standards to facilitate performance evaluation; (2) policy resources, such as money or other incentives which must be adequate; (3) interorganizational communication and enforcement activities, referring to interorganizational relations, including relations between the central and local governments, which must be of high quality and in accordance with the principles of decentralization, able to communicate, understand and enforce the policy; (4) characteristics of implementing agencies, such as the number of staff, control according to the chain of command, organizational survival, formal and informal relationships with policy makers; (5) economic, social, and political conditions, such as the public opinion and interest groups and (6) disposition the implementers, which is policy perception, such as knowledge and understanding of policy, direction of the response, including accepting or rejecting the policy and the intensity of the response like how high or low is the acceptance or rejection.

In terms of administrative principles, using the administrative principles strategy makes Thung Hua Chang Municipality School's project implementation successful. Gulick's (1937) POSDCORB

principles are considered the foundation of leading administrative concepts, including the Malcolm Baldrige National Quality Award, which recognizes world-class management quality, Kaplan and Norton's (1992) Balanced Scorecard concept, and McKinsey's 7S model (Waterman et al., 1980, as cited in Siriprakob, 2019). which compared all the concepts as shown in Table 1.

Table 1 Comparative analysis of administrative principles components.

POSDCORB	Malcolm Baldrige	Balanced Scorecard	McKinsey's 7 S
Planning	Strategic Planning and Result	Internal Process	Strategy and Shared Value
Organizing	Operation Focus and Customer Focus	Internal Process and Customer	Structure and System
Staffing	Workforce Focus	Learning and Growth	Staff and Skills
Directing	Leadership	Internal Process and Learning and Growth	Style
Coordinating	Measurement Analysis and Knowledge Management	Internal Process	System and Shared Value
Reporting	Measurement Analysis and Knowledge Management	Internal Process	System
Budgeting	Measurement Analysis	Financial	N/A

From the administrative principles mentioned above, there is a comparison of the various theories that have a wide range of important elements including the management-related factors in which the municipality has excellent performance, as judged by its operational outcomes with good management of all aspects.

We can discuss the results of the studies related to schools under the jurisdiction of local government organizations as follows.

Prateep and Akahat (2021) studied the project to develop and improve the curriculum and teaching media for Islamic studies (teaching management by Qaimt Model) of the Pattani Provincial Administrative Organization. They found that the factors affecting the success of this innovation project were as follows.

1) The directors focused on the innovation project and participated in thinking and discussions at every step. As a result, the project staff were encouraged to work.

2) The network had experienced co-operators and teachers with knowledge and experience in developing teaching curricula and conducting research on this issue.

3) There were quality project personnel with knowledge and experience in teaching and learning Islamic studies who had continuously developed and increased knowledge and skills in teaching management.

4) Continuous monitoring of operations was performed.

5) A manual was prepared as a guideline for teaching and learning management based on the revised curriculum. The prepared teaching media for Islamic studies were used. If there is a change of teacher, a new teacher will be able to organize teaching and learning according to the manual. This will make it easier to organize teaching and learning to meet the required standards.

Boonyoung and Suntornnond (2021) studied the project, called “Organizing learning activities to develop executive functions (EFs) of early childhood” of Sri Mueang Chum Subdistrict Administrative Organization, Mae Sai District, Chiang Rai Province. The findings revealed the factors affecting the innovation project’s success as follows. 1) The network drove the project implementation. We emphasized building diverse networks of operations. The network was considered an important strategic partner in transferring knowledge and developing personnel and educational management. 2) The project was implemented based on knowledge. The knowledge about the development of executive functions (EFs) for the stakeholders, including administrators, personnel, parents, and the network, was constructed continuously for many years to make the stakeholders understand and accept the project. 3) The directors had leadership skills that could create a potential network. The directors of Sri Mueang Chum Subdistrict Administrative Organization were determined and paid attention to following the work. They played an important role in sparking ideas and continuously stimulating and developing the project.

The literature review results can be summarized as follows: 1) Executives have knowledge and ability to help support the project. 2) The network had experienced co-operators and teachers with knowledge and experience developing teaching curricula 3) Local administrative organizations have high-quality personnel. 4) Drive project implementation with the network 5) Project Implementation based on Knowledge Base 6) Leadership of local administrators.

In summary, these factors contribute significantly to the understanding of the study of local innovation projects.

Methodology

The purposes of this research were to investigate the factors affecting the success of implementing the innovation project, called “Good School Near Home, Continuing Sufficiency Economy, Integrating Local Way of Life,” and to study the development guidelines of the innovation. This qualitative study utilized in-depth interviews and non-participant observations, employing triangulation to validate the data’s accuracy. Information was gathered from documents and group interviews, utilizing a semi-structured interview format in the group sessions. We chose twenty-three key informants connected to the case study through purposive sampling. We conducted data analysis using inductive analysis verified data accuracy through triangulation.

Key informants

We chose the key informants through purposive sampling and the snowballing method. The selection process focused on individuals directly related to the case study. The study included three main groups: public administrators, practitioners, and public service users, along with other public service contributors. A total of twenty-three key informants were selected, including two researchers, twelve members of the administration team (council members and Thung Hua Chang Subdistrict Municipality personnel), four teachers and the director of Thung Hua Chang Municipality School, one representative from an educational institution, two representatives of students’ parents, and two representatives from other local government organizations.

Data collection and research tool

We collected data from documents. These sources provide valuable information researchers understand central phenomena in qualitative studies (Creswell, 2014). We used documents related to the theoretical concepts and the innovation project as data for analysis. The tool used for data collection was a group interview using a semi-structured interview form.

Data analysis

We began data analysis with typology and taxonomy, followed by content analysis and inductive analysis, to understand the success factors, the problems, and the guidelines for developing the management and the innovation project of the local government organization.

Verifying data accuracy

We employed triangulation to verify data accuracy. Data triangulation using the same questions with different groups of key informants, including administrators, council, members, and personnel of Thung Hua Chang Subdistrict Municipality, Director and teacher of Thung Hua Chang Municipality School, Representatives of parents of students and Networks from other local government organizations.

Coding

In this research, the coding has been divided into 5 groups, an abbreviation to represent each group for references in interviews and summarizing results in various parts of the research.

Table 2 The coding which will use an abbreviation to represent each group for references in interviews

Key informants	Total	Code
Members of the administration team	12	A1-A12
Teachers and the director of Thung Hua Chang Municipality School	4	B1-B4
Representative from an educational institution	1	C1
Representatives of students' parents	2	D1-D2
Representatives from other local government organizations.	2	E1-E2

Results and discussion

1. Distinctive points of the implementation of the innovation project: “Good School Near Home” of Thung Hua Chang Municipality School

Thung Hua Chang Subdistrict Municipality has implemented the innovative project: “Good School Near Home, Continuing Sufficiency Economy, Integrating Local Way of Life” to creatively develop and solve problems with new processes to bring continuous benefits. The distinctive points of this project can be summarized as follows.

1) *Integrated knowledge curriculum*: The focus is on the knowledge related to the local area and the area context and building various learning skills both in and outside the

classroom. There is a system of seniors taking care of juniors, giving advice, and passing on experiences from generation to generation so that students can apply knowledge from their studies to everyday life.

2) *Public service management*: It is to facilitate students. There is a shuttle bus service for the students in the municipality. We provide this service for students from the Child Development Center to Kindergarten Level 3. The school has also joined the road safety development project to ensure students' travel safety. There is also the ICT Center, allowing students at all levels to search for information on the Internet.

3) *Good management*: Thung Hua Chang Municipality School manages the school

According to the school administration structure, emphasizing teamwork and parties' participation. There is decentralization of work and power, resulting in systematic operations that are continuous and well-coordinated. We divide the management structure into four departments. Each department is assigned to be appropriately be responsible for work according to their knowledge, abilities, and aptitudes. The philosophy of the sufficiency economy is applied to planning work by school policy. Each department's operations are controlled and supervised for maximum efficiency. It

also focuses on participation. We hold meetings for consultation with teachers, committees of the Basic Education Commission, the community, local government organizations, and stakeholders to investigate the problems and the needs of the school, community, and locality. We employed SWOT to analyze strengths and weaknesses in order to determine educational development plans, visions, missions, policies, and common goals. The PDCA has also been used to plan continuous development and improvement operations.

4) *Having a budget to support educational development*: The budget is allocated for education management from the Department of Local Administration and the local government organization.

5) *Personnel competency*: The school director is the commander who controls, supervises, gives advice, and assigns work to the departments to carry out the work successfully within the specified period. There are enough high-competency teachers for the number of students. Some housekeepers and janitors keep school buildings clean and safe.

2. The factors affecting the success of the innovation project: “Good School Near Home” of Thung Hua Chang Municipality School.

We can present the findings as follows.

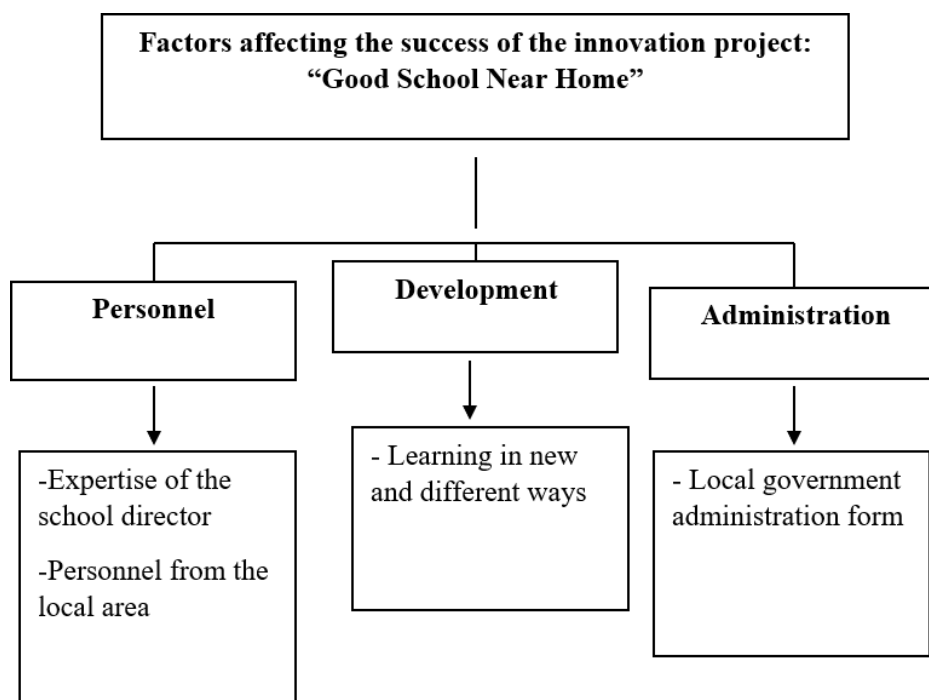


Figure 1 Model 1 factors affecting the success of the innovation project: “Good School Near Home”

According to the Model 1, three factors, personnel, development, and administration, affect the success of the innovation project: “Good School Near Home” of Thung Hua Chang Municipality School.

1) Personnel factor

In terms of personnel, first, it is the expertise of the school director. The problem of the school in the beginning was the need for a school director with experience and knowledge in management. Thung Hua Chang Subdistrict Municipality recognized this problem and recruited the appropriate personnel to manage the school jointly. As a result, the school systematically develops programs that build credibility with parents. In addition, educational standards in various fields have been further

developed, such as the curricula appropriate to the local context, various infrastructure, classrooms, and the environment. This can be evident from the information obtained from the interview as follows.

“The school director plays a very important role in the school’s success. Because of his knowledge, experience and good ideas in management, trustworthy among students’ parents can be built.” (A1, November 28, 2019).

Recruiting a school director to work at Thung Hua Chang Municipality School is considered good planning for Thung Hua Chang Subdistrict Municipality, which can raise the standards of operations. Second, it is the personnel from the local area. This refers to the educational personnel of Thung Hua Chang Municipality School who live in the area. For this reason, they understand and have experiences appropriate to the school context. They can perform teaching in the correct direction and solve the problems that arise in daily situations well. Moreover, the personnel domiciled in the area play an important role in agile working and devote more time to working for the school. This can be evident from the information obtained from the interview, which is as follows.

“Teachers are local people with determination and dedication. They have the same goals in building a team of teachers, which are to develop their own local education management to have standards and raise the education management to be better than anywhere else.” (D2, November 28, 2019).

Having teachers from the local area results in good student care. There is also thoroughness in management because it is an area that the teachers are familiar with, and it is convenient for them to go to work.

Table 3 The table shows the number of teachers and local staff who are local residents. (Ratio of 1 teacher to 10 students).

Teachers and Local Staff	Teachers who are local residents	Total
Teachers of Thung Hua Chang Municipality School	6	7
The teacher’s assistant takes care of the young children	2	2
Janitor of Thung Hua Chang Municipality School	1	1
School maid of Thung Hua Chang Municipality School	2	2

The quantitative data from Table 3 shows that the school staff are mainly local residents, which is the advantage of the development of personnel management factors.

2) Development factor

The success factor in development is learning in new and different ways. This is an important part of school development. It includes the learning of educational personnel who have learned various techniques and are exposed to new things in order to develop teaching and learning and the acceptance of organizations in Thung Hua Chang Subdistrict Municipality in learning new things in management. This has resulted in rapid change and clarity in the development of educational standards so that the school continues to grow. This can be evident from the information obtained from the interview as follows.

“In terms of the management and development of personnel in education management, the teachers have been trained to develop teaching and learning management skills with new and

appropriate teaching methods. Most importantly, the teachers are open-minded and eager to learn. The municipality is the sponsor supporting the budget” (B3, November 28, 2019).

Thung Hua Chang Subdistrict Municipality supports, As a result, teaching and learning management is more modern and suitable for students’ learning.

Moreover, implementing an effective local curriculum and improved teachers good teaching for students and has resulted in a public satisfaction score of 100 percent in fiscal year 2018 (Office of the Commission on Decentralization to Local Administrative Organizations, 2018).

3) Administration factor

The success factor in terms of administration is the local government administration form. One of the important factors is the transfer of the educational mission to Thung Hua Chang Subdistrict Municipality. When this happens, school development becomes more flexible and can be carried out quickly Municipality as the administrative organization, school development work is flexible. The organization can operate quickly because it is close to the people and has a good relationship with them. For this reason, problem-solving can be managed efficiently. This can be evident from the information obtained from the interview, which is as follows:

“Administration under the municipality’s jurisdiction allows the school to be taken care of under the municipality’s mission. The school receives quick and full care in terms of budgets” (A1, December 2, 2019).

As for the empirical evidence of success, the effectiveness of local school management has led to many public and private organizations visiting over 50 institutions. Thung Hua Chang Municipality School shares, exchanges, and learns from lessons with other institutions to ensure sustainable operation.

In addition, Thung Hua Chang Subdistrict Municipality has established a network of collaboration with more than 5 agencies, including the Ministry of Public Services, the Institute for Community Development, the University, and local government organizations in Lamphun Province to enhance the efficiency of public services. (Office of the Commission on Decentralization to Local Administrative Organizations, 2018).

The problems and the development guidelines of the innovation project: “Good School Near Home” of Thung Hua Chang Municipality School

Thung Hua Chang Subdistrict Municipality has managed Thung Hua Chang Municipality School to ensure development and good educational standards. However, there are still some problems, including the government administration structure that affects school management, especially legal regulations that need to be consistent with the operations of the local government organization. The comments on this issue were obtained from the group interview as follows.

“Budget allocation has delayed because the local revenue is used for the construction first and the subsidies for the construction will be given later.” (A2, December 2, 2019)

Legal restrictions are important obstacles that affect project development. This is the structural problem that local government organizations must have the authority to act on.

The guidelines for developing the innovation project

The guidelines for developing the innovation project: “Good School Near Home” of Thung Hua Chang Municipality School are as follows.

1) The curriculum development is consistent with the local context: Thung Hua Chang Municipality School uses local knowledge in teaching and learning, allowing the learning and teaching to have its own clear identity. It can also be adjusted appropriately, leading to sustainability. It can actually be put into practice. Student development also occurs in the appropriate direction.

2) Thung Hua Chang Subdistrict Municipality's development policy refers to the policy planning for school's continuous development. School operations are supported because the school has many development elements such as public utilities, infrastructure, and budget.

3) Creating cooperation with other organizations: Diverse technologies and knowledge are required for education. Therefore, building cooperation with organizations related to education is an important part in sustainably developing the school.

Based on the findings, the factors related to personnel play an important role in driving efficient school administration because it is a policy mechanism that the leaders, which are the administrators of Thung Hua Chang Subdistrict Municipality, have given importance to the administration of Thung Hua Chang Municipality School. It is also an important policy mechanism in pushing for the preparation of local development plans to have the school development budget. This is consistent with Jantarasorn (2015), who discusses the organizational development model that gives importance to leadership as it plays an important role in the successful implementation of the policy. The findings of this study also align with a study by Boonyoung and Suntornnond (2021), studying the project, called "Organizing learning activities to develop executive functions (EFs) of early childhood" of Sri Mueang Chum Subdistrict Administrative Organization, Mae Sai District, Chiang Rai Province. We found that administrators with leadership skills and the ability to work and follow up on performance are the key factors affecting the success of project. Based on the information above, the results can be discussed as follows. The factors related to personnel, especially leadership, are important mechanisms for working because they are the main driver of the project, sets the direction of work, uses interacting skills to strengthen teamwork and follow up on work to be successful. The expertise of personnel is another important factor. Prateep and Akahat (2021) studied the project to develop and improve the curriculum and teaching media for Islamic studies (teaching management by Qaimt Model) of the Pattani Provincial Administrative Organization. They found an important factor affecting the innovation project's success was having quality personnel with knowledge and experience. To successfully implement the project, it is necessary to continuously develop personnel to work efficiently to support new projects and adapt to the changing situation.

Regarding public administration, the operation of Thung Hua Chang Subdistrict Municipality is school administration by the local administrative organization appropriate for the area. Local school personnel can work with an understanding of the local context and are committed to developing of their own locality. This is consistent with New Public Governance (NPG). Titus Mala (2018) stated that NPG is a concept that has grown during the 21st century due to changes in the trends of world society, which are more diverse and complex in terms of political, economic, social, and environmental conditions wide-ranging impacts and involve many actors. Traditional public administration may need help to respond to these problems. Governments have applied the NPG concept at many levels, namely the central, regional, and local levels. As for Thung Hua Chang Subdistrict Municipality, school administration by the local administrative organization is an administrative model that can respond well to the needs of the area and create learning innovations consistent with the area context. Using New Public Governance (NPG) can promote the administration that responds to people with diversity in the area. As a result, public policy work, especially policy formulation process of Thung Hua Chang Subdistrict Municipality, has guidelines that are appropriate for the area and can be used for the development of the area. According to the policy process of Dunn (1994), the process of policy making is divided into five steps: agenda setting, policy formulation, policy adoption, policy implementation and policy assessment. The public sector may shape the policy formulation through the interest group process. Therefore, when the policy formulation comes from the public sector, local government organizations are close to the people and can formulate policies to meet their needs. Thomas (2005) also presented a framework for the public policy process. There is the problem identification process, which is a call for the government to take action. Most of the time people's aspirations drive policies

that influence government decisions. However, some policies may originate from the ideas of leaders who support those policies. From the above information, the decentralization to local government organizations is considered an important guideline that allows the policy formulation and the operational guidelines to meet the needs of the people because local government organizations are the organizations that are closely related to people.

In terms of Policy Implementation, the study found that the administrative factor was importance to the modes of local government in flexible and area-appropriate administration, resulting in effective and successful local public services, which resulted in the management of relationships between government and local government organizations, which required the transfer of mandates and the distribution of authority to the local in public service to enhance the effectiveness of public service. The results are consistent with the Van Meter and Van Horn (1975) in terms of inter-agency communication and enforcement activities, which means that the relationships between the federal and local governments must be qualitative and by the principle of the distribution of authority, the ability to communicate, understand and enforce policies. From these points, the key to success is related to the administrative structure of the government system, which in this case is the distribution of power to the localities to flexible management in the context of the region.

When considering management principles, the study found that the factors that influence success are the factors related to staff and structure and system, which are considered internal factors. The emphasis on internal factors is an important factor that influences project execution and public service, so that the results can be applied to other local agencies. This study suggests focusing on internal factor analysis, which may use McKinsey's 7 S analysis as an analytical approach to public service development.

New findings in the provision of public educational services by local government organizations

The success of the innovation project: "Good School Near Home" of Thung Hua Chang Municipality School is from the factors related to the role of Thung Hua Chang Subdistrict Municipality, which has administrators and personnel working together with the people in the area as well as continuous development of school infrastructure and personnel. When considering the operational structure, it can be seen that the factor of administration, which is the local government administration model, is considered very important to the success of the innovation project because the main factor that leads to the emergence of other factors. However, if school administration is decentralized to local administrative organizations, there will be spatial movement and the working role of local government organizations close to people which can lead to development in the area. Therefore, the development of school administration should begin with an administrative structure that gives more administrative authority to local government organizations.

Conclusion

Thung Hua Chang Subdistrict Municipality implemented the innovation, called "Good School Near Home" of Thung Hua Chang Municipality School, and won the second-place award for local government organization with good management in the general category in the fiscal year 2018. The distinctive points of the operations of Thung Hua Chang Subdistrict Municipality include integrating learning by using existing local knowledge as part of teaching and learning, facilitating learners in various aspects, including classrooms, learning support, giving importance to school management, focusing on using local personnel who understand the local context. The factors that affect the success of implementing the innovation project: "Good School Near Home" of Thung Hua Chang Municipality School include personnel, development, and administration. In terms of personnel, first, it is the expertise of the school director is involved in policy and vision for effective school development.

Second, it is the personnel from the local area. In other words, teachers and school personnel are from the Thung Hua Chang Subdistrict, so they understand the area's culture, and context and are willing to work to develop their hometown. In terms of development, it includes new and different learning methods and the development of personnel to create differentiated work to be modern in terms of teaching content, various techniques related to work and following up on the educational situation to continuously update the teaching and learning process. As for administration, it includes the form of local government administration that affects the autonomy of the school administration in terms of curriculum that can integrate teaching and learning appropriately and development of personnel to have quality consistent with the needs of the area as well as continuous and sufficient budget support for the development of the school infrastructure. Each factor performs an interrelated function and we must implement them simultaneously. As for the limitations of implementing the innovation project of Thung Hua Chang Municipality School, it is the administrative structure that affects school management, especially legal regulations that need to be consistent with the operations of the local government organization. As a result, delays in school administration may not develop various aspects within the specified time. From the study, the guidelines for developing the innovation project: "Good School Near Home" of Thung Hua Chang Municipality School include developing the curriculum consistent with the local context in order to maintain the knowledge available in the area and to develop the local area by local people. Policy planning for the continuous development of the school is also required. Thung Hua Chang Subdistrict Municipality plays an important role in the development by giving importance to the local development plan for continuous school development and creating cooperation with various related organizations to mobilize resources for school development.

Limitations of the research findings to application

The study's generalizability is limited due to the unique context and characteristics of the Thung Hua Chang Subdistrict Municipality and may not be directly applicable to other local government organizations. Local organizations can apply administrative factors related to personnel management, structure, and work systems in their areas to other local organizations.

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