

<http://dx.doi.org/10.222.99/arpap/2020.67>

Balanced Local Development Planning and Citizen Engagement in Local Government Administration, A Case Study of Thailand

SATAPORN ROENG TAM

ABSTRACT

Received: 3 November 2019
Accepted: 15 December 2019
Published: 20 March 2020

Corresponding author:
Sataporn Roengtam.
Department of Public
Administration, Faculty of
Humanity and Social Sciences
Khon Kaen University
Email: sataro@kku.ac.th

It widely argues that the benefits of balanced local development planning in society can build engagement activities that bring the people, local government, and other government agencies together, strengthen and extend their social networks, build trust and shared values, and enable further collective action. The evidence of the benefit of balanced local development planning is that we can be more confident of the benefits of citizenship, partnership, and co-ownership. An example of this concept is the citizen's charter, as it can develop individual participation skills and the capacity for public participation. Another view is that engagement can help to create and strengthen citizenship skills and prospects for civil cooperation. Those who participate learn new meanings and practices of citizenship by working together with local government and other state agencies. This study found that a citizen's charter can support citizen engagement as it involves a community-based process, where citizens organize goals and work together with government organizations in the decision-making process. Citizens can get more involved in this process when the issues relate directly to them. Therefore, balanced local development planning will be a benefit for all stakeholders who cooperate in implementing changes. It can constructively improve local governance and development outcomes, which have always been in the mainstream of development policy and discourse.

Keywords: Balanced Development Planning, Citizenship, Citizen Engagement, Local Governance, Public Administration, Public Policy, Partnership, Ownership, People Participation, Sustainable Development.

INTRODUCTION

Balanced local development planning is an agreement jointly developed by the public. The primary purpose is the use it as a guideline to apply to all government agencies, including civil society organizations in and out of the area, to develop and solve problems at the provincial and local levels. The goal is to lead to a peaceful society that relates to its primary human factors. Equitable allocation of resources is a balance between economic, social, and political development while respecting local wisdom, ways, and cultural traditions. It would create consciousness and raise awareness of community rights for the common good (Gaventa and Barrett 2012).

The development of public participation in local government, in this way, means the local people can respond to their problems and needs more effectively. It is a tool used to express the needs of the people to other sectors, in particular, the government. It contains public sector practice guidelines that base on data that efficiently reflect the causes of the actual problems in the local community (Hokayem and Kairouz 2015). Balanced local development planning aims to create social change on a community foundation with the changes made only with the cooperation of the related agencies. All the dimensions are related to the community through the development of a local development master plan, which will allow the local communities the opportunity to define their future jointly and to create both physical and conceptual changes within the local community.

Balanced local development planning focuses on a participatory process involving contributions from both within and outside the community. The community members progress to drive development and create self-governance with the changes not only employing troubleshooting activities but also mobilizing development towards structural change. These actions will modify the power relationship between the community and local agencies and even those at the national level. Under fundamental principles, balanced regional development planning creates through rules, or an agreement of the community, sharing common values to become self-managing.

There has been little chance of citizens getting involved in the process of local development policy and planning as most local development policies are the legal duty of the government agencies only. With such restrictions, the result is that local development plans have set up following the needs of the government agencies. Unfortunately, these agencies are unable to respond to

the real problems and obligations of the people, resulting in the development often not being as successful as it should have been. As these local policies and plans are usually not linked to the real conditions of the area, it is often not possible to achieve the expected results due to inadequacies in problem-solving or lack of required development in the area (Bovaird 2016).

These problems can be solved by strengthening the relationship between government agencies and the public through joint consultative activities and by supporting the people to negotiate with and advise government agencies regarding their essential problems and needs (Morris-Suzuki and Jeong 2015; Cruz and Marques 2017). It is an activity that gives both sides a more significant opportunity to make decisions together, both local government and the people can be involved in strengthening mutual understanding. It will also establish greater trust between government agencies and the people (Zavattaro and Sementelli 2015).

Balanced local development planning creates an information exchange among all the local stakeholders, which can help the public agencies to meet general needs and deliver services to the people who need them, quickly and effectively. It can encourage people to join government agencies while it is vital for public agencies to build links and connect with their citizens. This planning will lead to the development of quality public services (Virtudes, 2016).

In the traditional approach, the public policy process is pushed along by politicians together with local officials. These plans may not be the most effective as they may not be able to handle the complex problems of the local society. This traditional operating process cannot fix these problems, that is, government agencies are no longer able to make decisions, regarding public service, independently anymore. (Reforgiato Recupero et al. 2016; Eom, Hwang, and Kim 2018).

Balanced local development planning is a way of encouraging people to participate in the assignment and management of their way of life. (Cegarra-Navarro, Garcia-Perez, and Moreno-Cegarra 2014). It assumes that public participation will influence policy outcomes and that the citizen participation concept base on pulling all the sectors involved in the public policy process together (Cook, Wright, and Andersson 2017). This inclusiveness will create acceptable and fair decision making and result in participation and mutual understanding through a process of discussion. This concept can use to design public policies that produce excellent results (Goetz et al. 2015).

Balanced local development planning shows respect for diversity in community participation because it is a concept that drives the general public in the community to take responsibility for their way of life. The process

encourages people in the community to consider things collectively and to deal with various public issues. (Yin, et al. 2016). Engagement of people in the city is done through social networks, as this allows individuals to express their views on the issues they need to hear.

It extends to the people and beyond to other sectors in the locality that can check it, and it plays an essential role in the local government's management process. Social media can increase the chances of people having the power of data access and participating in local government decisions. It can highlight collaborations between the people and local government by including public knowledge to improve the efficiency and effectiveness of the local administration (Wijnhoven, Ehrenhard, and Kuhn, 2015).

It expects that the results of this study could lead to a guideline for promoting the engagement of citizens in the administration of local government. It is interested in studying the mechanisms of formulation and the implementation of balanced local development planning in Thailand. It aims to explore the details and the success of this practice to provide knowledge that can 'fill the gap' in the development of citizen engagement in local government. The results can provide guidelines for promoting citizen's involvement in the administration of local government and support the decentralization process in terms of the concept and practices of local governance organizations. This result will result in a local governance model that leads to structural change, able to create efficiency and effectiveness, and better problem management in the community. Finally, when the local government can offer better performance, it will contribute to the achievements of the local community, both economic and social development.

LITERATURE REVIEW

The principal objective of a balanced local development planning concept is to encourage the community to be involved, from the beginning, with the local administration through a community-based convention so that the needs of the city can meet. The role of local government, in focusing on being the network coordinator and promoting implementation in the community, defines the pattern of the new relationships (Taylor and Kent 2014). Local governments, community organizations, and stakeholders will have a mutually supportive role. There are various structures of responsibility, from identifying the problem, problem-solving design, and evaluation of the impacts of public service provision. This result is to achieve efficiency and be most beneficial to the local community (Lindquist, Vincent and Wanna 2013; O'Byrne and Daymon 2015).

Balanced local development planning creates new relationships between ordinary people and local government, building relationships through new forms of participation, responsiveness, and responsibility. It may be described as a new form of citizen-to-state engagement and is associated with a new concept that represents the voice of the people in local politics. On the other hand, the meaning of citizen engagement is related to local governance. (Kim, Keane, and Bernard 2015).

Balanced local development planning is an effort to transform from traditional management of state-centric management. It is an attempt to move the concept of local administration from the perspective of the state, which usually focuses on bureaucratic administration, including the activities of the local government. It is an active collaboration between local governments, local people, and others. This planning will lead to sustainable development, emphasizing the role of local government in creating incentives for citizens to participate in decision-making and the development of policies and plans for local community development (Cheshire, Everingham, and Lawrence 2014; Hoffken and Streich 2015).

The central concept focuses on civic capacity building, practicing negotiation, and participation in decision making. It contains basic democratic principles, righteousness, transparency, and identifies liability. This concept is a guideline to help local government officials respond to the needs of local people through the provision of public services that meet their needs and the community's interests. (Korthagen, Iris, and Van Meerkerk 2015).

Balanced local development planning attempts to promote public policy processes that use a policy-based dialogue to connect across multiple networks. It is a collaborative process between those networks, so there are more actors than just the local government. (Chong et al. 2016). Local governance is an attempt to increase the level of interdependence and interconnectedness among players through the creation of an information exchange network among local government, the people, the private sector, civil society organizations, and non-governmental organizations (D'Ambrosi 2017). Local public groups organize into a dense network of local community relationships. All parties must coordinate their efforts to develop a consistent local community (Unceta, Castro-spila, and Fronti 2017).

Balanced local development planning encourages local governments to focus on working with the people to respond to the socio-economic needs of the local community. This method will help improve their quality of life, and local management will open up the process of planning, policy, and social action by supporting civil society participation in working with local governments systematically (Mayekiso, Taylor, and Maphazi, 2013). It offers

citizens the opportunity to participate in local decision-making, regarding their own lives, since it will lead to being able to investigate the performance of local government decisions (Men and Tsai 2016).

Evolving a balanced local development plan is based on the concept of citizenship in a democracy, the creation of policies that will bring the public's interest, reasonably, to all people in all sectors of society. A balanced local development plan should adjust the way of thinking about the monopoly of power of the policy process of state agencies. It is open to participation by citizens and community organizations. The community is at the heart of this kind of local development plan because it requires the ability of the general public to be united in driving the policy process. Based on creating a relationship between the state and the citizen, it must ensure that citizens can participate in local development plans and that they can have essential roles in mobilizing the administrations of the policy process, together with local government (Cobo 2016).

A citizen may take part in the development of the local development plan either individually or as a member of a group or organization. The integration of citizens into organizations will strengthen the local community. This community-based organization places great emphasis on encouraging citizens to participate in local development plans at various levels, from the national level down to the local community (Meijer et al. 2017). Organizations are an excellent tool for empowering citizens to participate in local development plans. When citizens and communities are well integrated, the so-called "civil society" will be used as a central area where citizens give opportunities and community organizations join with the local government to carry out the local development plan to solve the problems facing the local community and society (Roberts 2014).

Citizen and civic engagement in local development plans will, in turn, contribute to a positive change of the community and society as a whole. It is like moving citizens from the local level up to the national level, helping to generate social capital that will contribute to strengthening the "Citizen Network" that will be responsible for the public agency's actions in the public interest (Burton 2015).

A balanced local development plan respects the human rights of all citizens by recognizing that citizens are dignitaries and have co-ownership of public resources. Together with other citizens in local communities and societies, they have the right to share ideas and to work with the local government to develop public policies that will use to create public benefits for their local communities. Social benefits are somewhat equally and responsibly distributed to all citizens in a society on the path of democracy.

Creating a balanced local development plan emphasizes on the importance of citizen engagement in every dimension, by proposing that all citizens must be able to link to the operations in the various stages of the process. Citizens co-operate with the state to define the meaning and scope of public interest.

The effect of a balanced local development plan is a process that requires changes by ordinary people, and they will be changed themselves from being just service receivers to be partners that collaborate with the government in the form of networks in implementing local development plans. The ability to respond to society complicate by the nature of society being plural in its characteristic, which the government agency can no longer respond. (Dobos and Jenei 2015). It is necessary to invite all relevant sectors to take part in the process. This will allow the process to take place in the form of interdependence in the exchange of information, decision-making, collaborative action, and acknowledge the consequences of public policy in the form of joint responsibility (Panos Panagiotopoulos et al. 2015).

METHODOLOGY

The paper proposes that an index of co-production creates individual involvement in social activities. The underlying theoretical hypothesis is that a combination of sources generates a set of co-productions. We will argue that co-production best understand as a formation of the above resources embedded in the social relations of the network.

Qualitative methodology will reinforce the results. The purposive province, which is the area of study is Amnat Charoen province in the Northeast of Thailand. The reason for this choice is due to this province being one of the most prosperous areas for the implementation of balanced local development planning in Thailand. Generally, it refers to 'Amnat Charoen Citizen's Charter.'

Three groups, from each local administration organization, purposively chosen to be critical informants, firstly, executive officers, both politicians, and bureaucrats, secondly, leaders of council community organizations, thirdly, local leaders such as religious leader, women's leader, leader of civil society community organization and youth organization.

Three data collection types were applied, firstly, Interview and focus groups used with critical informants for local governance development, secondly, documentary research including a study of leaflets, policy agendas, notes of meetings, and photographs, and finally, observation of activities in communities in Thailand regarding implementations of citizen's charter and

the impact upon the city. Data analysis was by applying content and descriptive analysis

FINDINGS AND DISCUSSION

1. Making a balanced local development plan, according to the study, it was found that the citizen's charter of Amnat Charoen province initiated by the creation of a public forum at the community/village level. The members of the sub-district council of community organizations have strengthened their knowledge of concepts, objectives, goals, and processes, and all of these issues, including implementation guidelines, are understandable to all villagers under the idea of self-management provinces.

As the people have enough knowledge and understanding, a forum is open to brainstorming about the issues that will make their villages/communities right to live. The working group requires the villagers to certify the proposals of each town that will then be presented to the public proclamation process. The resolution to endorse recommendations must approve by at least 60% of the households. Each proposal will be compiled as a proposal of the village and will bring to the working group at the sub-district level. Considerations will be made for making the proposal at that level.

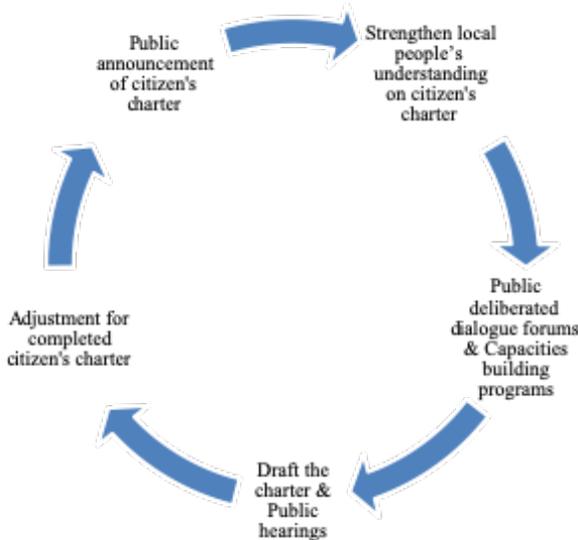
However, to operate following the plan, a team of trainers would be assigned to support the implementation of the process at the village and sub-district level. This function would confirm that all stages follow in the determined procedure.

When the council of community organizations has prepared a forum for hearing from all the villagers, two villagers from each village, together with experts, the mayor, members of the local government council, formal local leaders, and people representing local wisdom, become board members. The board would make comments and put forward a final proposal. The proposal would be forwarded to the provincial executive team to compile, analyze, categorize, and prepare a "draft of the citizen charter." This draft would be sent to all sub-districts for a public hearing, with 200 participants invited, including representatives of all government agencies. They join the forum to offer feedback and suggestions before bringing the conclusions of the public hearing to improve and complete the citizen's charter.

After the draft of the citizen charter finish, the community organization organized a public announcement in front of the town hall. People in the province jointly announced their intention to implement the charter. After the report, it was used in the development of the area by various government agencies, relevant to the regional and local government organizations. It now uses as a framework for the development of policies, programs, projects, and

budgetary regulations of these agencies to guarantee that the citizen's charter implement to achieve the desired goals.

Figure 1 Steps of balanced local development planning



2. Balanced local development planning implementation: after the announcement of the citizen's charter, to guarantee that it would fully implement according to the goals, a process of implementation was established. This consists of 10 steps of practice as follows:

First step is the use of the citizen's charter to create a vision of the provincial development plan. After the announcement, it uses a framework for brainstorming to set ideas for the development of the province.

The second step requires the organization of a forum to listen to people's opinions at the village level. At this stage, the initiation of the citizen's charter process will begin. It uses as a framework for implementation of the process to allow people in the province to deal with problems in their local communities in a more concrete fashion.

The third step is collection of data for use in drafting the district development plan. This step is to collect data from the villages for analysis and in making categories used in decision making. In the first phase, the organization of the community usually uses the forum to listen to opinions in each village, then the comments received are processed into a sub-district development plan in the various areas. However, such practices often face a problem with data reliability. This step has resulted in the development plan

made by community organizations often note and disapproved of by the local government in many areas.

Due to the problems, the data collection and analysis process has been improved. Information technology now uses as an operational tool. It is supported by external organizations such as the Health Policy Foundation. This organization's role is as a consultant to information management, which can help the community in improving the processes. Incidentally, the process starts with the methodological approach by sampling the households that will provide information. Then a questionnaire is constructed. The survey is created by adopting various provisions from the citizen charter. After completing the questionnaire, young people in each sub-district train to understand how the questionnaire can use for collecting data from the sample households. The data is categorized and analyzed by the local committee for further development of the sub-district development plan. The result is the possibility of obtaining information that is accepted by local people, regional offices, and local government agencies.

The fourth step is sub-district development planning. After the community council receives the processed information, a community forum make to present information to the public and build a brainstorming process with the people in every village. Once all the villages have completed their proposals, the sub-district council will set up a community meeting by inviting representatives of every town to participate. The recommendations of all villages will present to the meeting for consideration, analysis, classification, and for the making of the sub-district development plan.

The fifth step is a referendum for certification of the district development plan. When the drafting of the district development plan complete, the sub-district council will take the draft back and listen to the comments of people in every village, to receive feedback, the assembly of the community organizations will update the recommendations to uses in the improvement of the development plan to meet the needs of the people. After completing the draft, a district development plan referendum would be created. The selection present to the meeting for approval. After the sub-district development plan has approved, the community organization council will propose to the provincial assembly that it uses for drafting a provincial development plan for the people.

The sixth step is the development of a community organizations network. At this stage, the system will operate to support participation in multi issues, e.g., health, environment, and agriculture issues. In each network, the development proposal will focus on issues that are of interest and consistent

with the goals of rural development. All information will present to develop the people's province development plan.

The seventh step is the drafting of the provincial development plan of the people. When the provincial council has received the district development plan from every district, the provincial assembly will draft a development plan to be used for a community forum to hear the opinions of people in all villages throughout the province. The results of the hearing would improve the draft to become the completed provincial development plan.

The Eighth Step is a referendum on the provincial development plan. After the completion of the public hearing at the village, the provincial council will take the comments and suggestions to improve the draft provincial development plan. It will then be assigned to the assembly of sub-district community organizations to undertake a referendum at the sub-district level. The representatives of each village will invite to serve as the representatives in voting in the referendum.

The ninth step is the submission of the plan to government agencies in the province after the people approved the provincial development plan. The provincial council will submit it to the governor of Amnat Charoen province to convene a meeting between the central committee and the head of the provincial government agencies. The purpose of the conference is to study the possible ways of integrating the people's provincial development plan into the agencies' policies. This step will result in improvements to the government agencies' development plan, consistent with the vision of the rural development guideline that is 'The City of Dharma Agriculture.' This process reinforces the possibility of a provincial development plan arising from the integration of the two parties' proposals. The new provincial development plan is under the concept of the "One Province One Development plan" (OPOP), which in this study identifies as 'The Balanced Local Development Plan.' This innovative provincial development plan will be able to support the public service deliveries of the province in meeting the vision. Achieving this will provide the critical guideline for making and implementing a development plan of every provincial government agency, during the next fiscal year.

The tenth step is the submission of the plan to the local administration. This step is the completion of the people's local development plan to be presented to the local government at the provincial and sub-district level. The primary purpose is that the program should have to be adopted and implemented by all local governments in the province. That means all local provisions have to make their plans following the concept of the provincial development plan, or 'One Local One Plan' (OLOP). This improvement will be able to be developed by the local governments to achieve the ultimate goal

of the provincial development plan. That is to be 'The City of Dharma Agriculture' within the next 20 years.

Table 1. The implementation of citizen's charter

Steps	Actions
1. Create a vision of the provincial development plan.	Brainstorming to set the vision for the development of the province
2. Organizing a forum to listen to people's opinions at the village level.	Allowing people to propose their problems and needs of their local communities
3. Data collection for drafting the district development plan.	Collecting data from the villages
Steps	Actions
4. Sub-district development planning	The proposal of all communities will present to the meeting for consideration, analysis, classification, and making to be the sub-district development plan.
5. The referendum for certification of the district development plan	The proposals of all villages will be presented to the meeting for consideration, analysis, classification, and development to be the sub-district development plan.
6. The development of community organizations network	The network will operate to support participation in multiple issues
7. Drafting of the people's provincial development plan	Draft the provincial development plan used for the community forum to hearing the people's opinions
8. The referendum on the rural development plan	Holding a referendum at the sub-district level
9. Submission of the program to government agencies in the province	To integrate the people's provincial development plan into government agencies' plans or 'One Province One Plan' (OPOP).
10. Submission of the project to the local administration	All local provinces have to make plans in accord with the concept of the provincial development plan or 'One Local One Plan' (OLOP)

3. Impacts of balanced local development planning, according to studies, in general, the organization of the community together with the government agencies would use the citizen's charter to enhance the self-governing of the people in the area. It is advantageous to help people to offer their development plans.

The plan can use to increase their autonomy in two ways. First, it can make people more "Confident" in their participation in this process. Second, it can help local people feel they have more "Ownership" of the local community. These two things can bring about a structural change in power relations between the people, community organizations, and local government,

including government agencies. The implementation of the citizen's charter can open new, effective channels of co-working between the people and local organizations. The study concluded that the citizen's charter could empower local people in four aspects as follows.

Firstly, it can empower people's participation in the provincial and local development planning of local government and government agencies by changing the implementation method of the development plan. The result of this change will make people more confident in joining the local government administrations, after the announcement of the charter. Community Organizations and people have more opportunities to work with local governments and government agencies. This factor can use to enhance the learning process of the self-administration of local people. It is one of the factors that make the citizen's charter an essential part of strengthening the self-governance of the people. The citizen's charter has constructed in a way that encourages community organizations to participate in the local development plan, together with government agencies. There are not just plans from various agencies, or those set up by the policy of central agencies, as in the past. Now the programs and projects must be developed by listening to the needs of the people in the area, and the representatives must approve them of the people and community organization.

Secondly, it can empower the potential for self-government by the people. According to studies, it has found that expectations of the use of the citizen's charter are reinforcing people to not just wait for the government agencies in all processes. It is used for promoting people's participation in most local administrations. It aims to encourage people to handle problems and needs by themselves, as much as possible, so they do not have to wait for the government to help. This is the ultimate goal for self-government of the Amnat Charoen citizen's charter, to raise the awareness of the people to deal with local development. Generally, these operations define as having only government agencies taking responsibility, to the exclusion of the general public who were unable to contribute. It is limited in terms of resources, administration, and law. Therefore the main goal is to bring public opinion into practice. It wants to show that people must have the right to work with the local government in co-decision making. They are not just a component of the local government's operations.

Thirdly, the citizen's charter is a process of civic education. It can raise awareness of their rights to participate in the development of the province and their communities. It has been implemented, as a framework for development plans, at all levels from the provincial level to the sub-district level. It is a logical operation to educate people in the best practice of self-

government because it is a process that can encourage people to participate in social learning to manage the development of the planning process. They are trying to bring their self-management approaches into various dimensions.

Fourthly, the results of the implementation of citizen's charter, according to the above ideas, can contribute to the empowerment of the people through a continuous process of community learning. It can empower people in the community to know about efficient resource management, and it will lead to the realization of their own community development experiences. Furthermore, it will lead to the continuous enhancement of the work experience of government agencies and local government organizations and help strengthen the people and community organizations to deal with the problems and issues of the development of their local community. These results can increase the so-called 'self-administration' to be more concrete.

Table 2 Impacts of the balanced local development planning

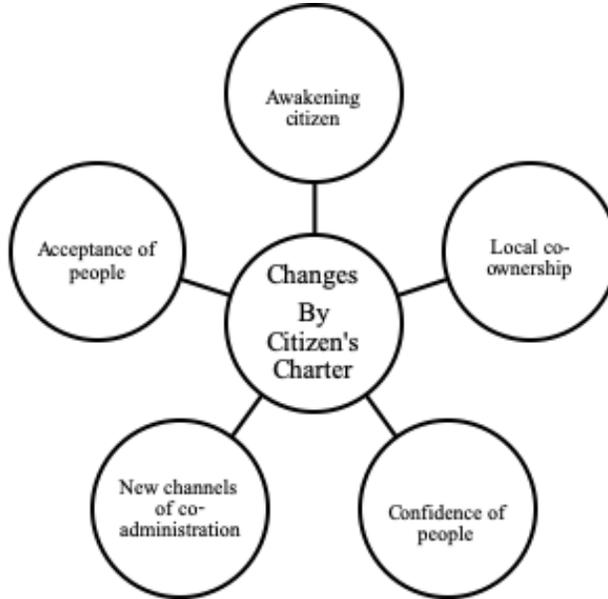
Impacts	Indicators	Details
Empowering people's participation in provincial and local development planning	Making people more confident in joining the local government administrations	<ul style="list-style-type: none"> • Helping people to offer their development plan • Enhancing the learning process on the self-administration of local people
Empowering the potential of people in self-government	Encouraging people to be able to handle their problems and their needs by themselves	<ul style="list-style-type: none"> • Bringing the public opinion to practice • People have the right to work with the local government in co-decision making
Developing continuous civic education	Awareness of people in their own communities' development	<ul style="list-style-type: none"> • People participate in co-managing the development planning process
Empowering people through the constant process of community learning	Realization of their own community development experiences	<ul style="list-style-type: none"> • The enhancement of the working experience with government agencies and local government organization, continuously

In conclusion, the citizen's charter of Amnat Charoen province has made more changes, in five aspects such as:

1. Awakening to join the government in the preparation and management of the development plan. After the implementation of the citizen's charter, it has shown that the number of people, active, and who are interested in participating in the development planning process is increasing. There is also more diversity in groups, no more extended clusters of only a few individuals than in the past.
2. Local co-ownership, after the start of using the citizen's charter, there has been a further enhancement of people getting the opportunity to receive various missions due to increased self-management in local government. As a result of the local government's acceptance of the citizen's charter for use in local development, it has made people feel that they are responsible for the consequences of their local community development. This factor also gives people a sense of belonging to their local community.
3. Confidence in working with government agencies, after the use of the citizen's charter in the preparation and management of the sub-district and provincial development plan, the people have more faith in joining with the government. Because the people can easily propose a development plan by themselves, in cooperation with the sub-district community organization council at the provincial level and the local government level.
4. The channels for working with government agencies, after the use of the citizen's charter to increase the channels to work with the local government and government agencies, it is now possible to create pathways for people to work with the local government and government agencies in the province, more than ever before. These practices reject the often single channel of participation at the community stage due to an increase in channels for people to submit their plan to be integrated with the local government plan and the provincial development plan of the government agencies.
5. The acceptance by the people of local government and government agencies, after the use of citizen charter, this study found that the charter can create more recognition of these agencies. People can anticipate submitting their proposals to the organizations at all levels. Under the agreement of the citizen's charter, local governments have to adopt the needs of the people increasingly. This factor shows that the citizen's charter can use as a tool for facilitating acceptance by

local government and other government agencies, of the roles of people in local administration.

Figure 2 The results of the citizen's charter



DISCUSSION

1. Partnership building, according to studies, it has been found that the citizen's charter of Amnat Charoen province is a tool to encourage people to participate in public administration in the manner of 'Partnership.' That means people would fully integrate into all the processes of local public policy and planning. Through the empowerment of the people, they have the opportunity to participate in the decision-making process of local development planning, together with the local government organization and other corporate groups in the area (Mandarano and Meenar. 2016; Avidar 2017). This one has altered the attitudes, thinking, and practice of the local people radically. It aims to undo the perspective of people who have convinced in the belief that they have no authority to make decisions regarding the problem-solving of local government. However, this charter encourages people to be able to decide on a local solution in the same way that local government officials do. Citizens are an essential part of the work in all areas of local administration, and their needs are always recognized by the authorized officers. The focus on empowering people is the most crucial mission of the citizen's charter. It intends to change people from "who need to develop," to be "who can be the developer of their community."

As applied to the public, the citizen's charter is a tool that can give the people in Amnat Charoen more extensive opportunities to join with government agencies in designing the province and local development in ways they find desirable. This charter is a process that bestows people with a sense of civic consciousness to join the government in determining their future. This one is a form of self-management to decide on their provincial and local government in the future. The public will have the chance to play a role in shaping the goals of rural and local government development in partnership. In the case of Amnat Charoen province, it is the 'Dharmmachart' or 'Nature' that is the critical concept in achieving the development goals. The provincial and local development plans are tools to drive the inter-agency collaboration process. The government agencies, at every level, together with the local people, are integrated to develop strategic plans for rural and local development. By this concept of citizen's charter, engagement or participation of local people (or citizens) has genuinely happened. It is not public participation based on ritualistic patterns determined by the state agencies, in which people do not have roles, and the authorities engage in the real public administration, as in the past.

2. Ownership building, operating in this manner can increase the responsibilities of the people in developing their local communities, especially in identifying the cause of a problem and working to solve it. This one will build learning of self-governance for the people also (Oyedemi 2015). It will strengthen the sense of ownership of their local community or property by the people. It finds that the importance of the participation of organizations, communities, and people with the local government focuses on creating a shared sense of ownership. It aims to push the process of creating real participation by encouraging people to share their thoughts and ideas (Skoric et al. 2015; Shark, 2016). Co-ownership means that the people are involved in thinking about alternatives and discussions in making the 'right' decision. After having consulted and decided on the course of action, then it is a co-operative (Denhardt et al. 2015). If there are problems or obstacles in operation, both public, private, and people sectors, need to work together to find solutions. The people have the right and the opportunities to work continuously with other areas. These will establish co-ownership, which develops a 'cherished' feeling to keep the local development process together (Druschke and Seltze 2015). The practices of promoting self-government by the people will not be a success unless ownership has happened. Ownership creates a shared understanding of community-based management. It can convince all sectors to agree and work together in achieving local development goals (Cornwall and Shankland 2015);

3. Local self-governance, the citizen's charter tries to provide community organizations and individuals a way to work together with provincial government agencies. It aims to reconstruct the relationship between the two groups. It has designed a process to promote the role of the people and the original community organization, which have never previously been prominent in local administration (Acheampong and Dinye 2015; Galvez, Haro, and Caba 2017). However, the citizen's charter can increase their roles dramatically. Under the principle of the charter, collaborative dimensions create. The aim is to change the relationship between people and the government agencies in a way that allows people to engage with government agencies to manage their areas, known as "Self-Governance," as much as possible (Leao and Izadpahani 2016). For this important task, the citizen's charter uses for restructuring the relationship among government agencies and other sectors, including the people. This means that the public is a "common agreement" of these parties in the area.

CONCLUSION

The results of the study above have all concluded that the citizen's charter, as an example of 'Balanced Local Development,' is a valuable tool to be used to strengthen the local people because it has the potential for increasing self-governance. It will see that people in the area enhanced their capabilities as it applies to promoting people's self-learning process in working with the local government through the process of developing local development plans and policies. This practice is a comprehensive learning process. The people who have joined this process can enhance their confidence, knowing that it is possible to work with local government organizations (Davies, Selin, Gano, and Pereira. 2015; Kirlin and Kirlin 2014).

This change is a significant one that has never seen before. People generally do not have belief but the use of the citizen's charter can empower them to work with local government. They almost totally change from believing that local administration is the responsibility of the state agency only and that people should not interfere or be involved. It should also be possible to limit their rights only if they are invited by the local government to participate in certain activities, such as being a contributor to comment and vote in the community forum held by the local government (Sharif 2015; T. L. Cooper et al. 2018).

The successful implementation of the citizen's charter is the outcome of balanced local development planning in the promotion of self-governance of local people. It helps increase the local people's feelings of "ownership" of the local community. This implementation is a consequence of the learning

process of the people, as presented above. The ability of the people to work with the local government can build confidence. It has the effect of making people feel responsible for their actions.

Since the people become responsible for implementing the development projects, so they have to take responsibility for their community also (da Cruz et al. 2016). When people have more obligation, this gives them a sense of community ownership as well (Teng et al. 2017; Warren, Sulaiman and Jaafar 2014). This result is a sign of the citizen's charter in local governance. The sense of belonging to the local community is an important indicator that reflects the fact that people are ready to join the local government in a governance partnership.

Finally, from the results of the citizen's charter, it can be concluded that balanced local development planning is a beneficial concept for promoting self-governance of people that can cause structural change in the power relations between the people, including community organizations, government agencies, and the local government. It can bring the people and the community organizations workings with local organizations closer. It can create new channels, which are local development guidelines. These new channels define within the workflows and practices, which can be essential tools for empowering people to have greater self-governance (Iazzolino and Stremlau 2017; Hepburn 2015). So, after the adoption of the citizen's charter, it can be used to promote the self-governance of people in the area in two approaches. First, to be able to strengthen and change from being people to being citizens who are partners and co-owners of local development with local government and other agencies. And second, it can open new channels for people to promote local and provincial self-governance. All of these discover the impacts of the balanced local development planning concept.

REFERENCES

- Acheampong, E.O. and Dinye, R.D., 2015, 'Women and Local Governance in Developing Countries: A Case Study of Ejisu, Ghana', *International Journal of Public Administration* 38(3), 200–215.
- Avidar, R., 2017, 'Public Relations and Social Businesses: The Importance of Enhancing Engagement', *Public Relations Review* 43(5), 955–62.
- Burton, V., 2015, 'Social Media: Its Emerging Importance and Impact on Citizen Engagement', *International Affairs Forum* 4(1), 98–100.
- Cegarra-Navarro, J-G., Garcia-Perez, A. and Moreno-Cegarra, J.L., 2014, 'Technology knowledge and governance: Empowering citizen engagement and participation', *Government Information Quarterly* 31(4), 660-668.
- Cheshire, L., Everingham, J. and Lawrence, G., 2014, 'Governing the Impacts of Mining and

- the Impacts of Mining Governance: Challenges for Rural and Regional Local Governments in Australia', *Journal of Rural Studies* 36, 330–39.
- Chong, J., et al., 2016, 'Strengthening Local Governance Arrangements for Sanitation: Case Studies of Small Cities in Indonesia', *Aquatic Procedia* 6, 64–73.
- Cobo, C., 2016, 'Networks for Citizen Consultation and Citizen Sourcing of Expertise', *Contemporary Social Science* 7(3), 283–304.
- Cook, N.J., Wright G.D. and Andersson, K.P., 2017, 'Local Politics of Forest Governance: Why NGO Support Can Reduce Local Government Responsiveness', *World Development* 92, 203–14.
- Cornwall, A. and Shankland, A., 2015, 'Cultures of Politics, Spaces of Power: Contextualizing Brazilian Experiences of Participation', *Journal of Political Power* 6(2), 309–33.
- Cruz, N.F. and Marques, R.C., 2017, 'Structuring Composite Local Governance Indicators', *Policy Studies* 38(2), 109–129.
- D'Ambrosi, L., 2017, 'The Global Active Citizenship Network in Italian Local Contexts: Using Social Media to Promote Sustainable Behaviours', *Javnost* 24(1), 34–48.
- Denhardt, J., Terry, L., Delacruz, E.R. and Andonoska, L., 2015, 'Barriers to Citizen Engagement in Developing Countries', *International Journal of Public Administration* 32(14), 1268–88.
- da Cruz, N.F., et al., 2016, 'Measuring Local Government Transparency', *Public Management Review* 18(6), 866–93.
- Davies, S.R., Selin, C., Gano, G. and Pereira, A.G., 2015, 'Citizen Engagement and Urban Change: Three Case Studies of Material Deliberation', *Cities* 29(6), 351–57.
- Dobos, A. and Jenei, A., 2015, 'Citizen Engagement as a Learning Experience', *Procedia - Social and Behavioral Sciences* 93, 1085–89.
- Eom, S.J., Hanchan H. and Kim, J.H., 2018, 'Can Social Media Increase Government Responsiveness? A Case Study of Seoul, Korea', *Government Information Quarterly* 35(1), 1–14.
- Druschke, C.G. and Seltze, C.E., 2015, 'Failures of Engagement: Lessons Learned from a Citizen Science Pilot Study', *Applied Environmental Education and Communication* 11(3–4), 78–188.
- Galvez, R.M.M., de Rosario, A.H. and Caba, C., 2017, 'Improving Citizens' Online Engagement via Community Managers: An Explanatory Study', *Information, Communication and Society* 21, 1–17.
- Gaventa, J. and Barrett, G. 2012, 'Mapping the Outcomes of Citizen Engagement', 40(12), 2399–2410.
- Goetz, A.M. and Jenkins, R., 2015, 'Hybrid Forms Of Accountability: Citizen Engagement in Institutions of Public-Sector Oversight in India', *Public Management Review* 3(3), 363–383.
- Hepburn, P., 2015, 'Local Governance and the Online Networked Public Sphere-A Case Study', *Journal of Information Technology and Politics* 9(4), 370–87.
- Hoffken, S. and Streich, B., 2015, 'Mobile Participation: Citizen Engagement in Urban Planning via Smartphones', *Citizen E-Participation in Urban Governance*, 199–225.
- Hokayem, J.E. and Kairouz, A., 2015, 'Euro-Med: Public Management and Good Local Governance', *Procedia - Social and Behavioral Sciences* 124, 528–35.
- Hong, K.J., Keane, T.D. and Bernard, E.A., 2015, 'Fragmented Local Governance and Water Resource

- Management Outcomes', *Journal of Environmental Management* 150, 378–86.
- Kirlin, J.J. and Kirlin, M.K., 2014, 'Strengthening Effective Government–Citizen Connections through Greater Civic Engagement', *Public Administration Review* 62(4), 80–85.
- Korthagen, I. and Meerkerk, I.V., 2015, 'The Effects of Media and Their Logic on Legitimacy Sources within Local Governance Networks: A Three-Case Comparative Study', *Local Government Studies* 40(5), 705–28.
- O'Byrne, S. and Daymon, C., 2015, 'Irresponsible Engagement and the Citizen Investor', *Journal of Public Relations Research* 26(5), 455–473.
- Iazzolino, G. and Stremblau, N., 2017, 'New Media and Governance in Conflict', *Third World Quarterly* 38(10), 2242–57.
- Leao, S. and Izadpahani, P., 2016, 'Factors Motivating Citizen Engagement in Mobile Sensing: Insights from a Survey of Non-Participants', *Journal of Urban Technology* 23(4), 85–103.
- Mandarano, L. and Meenar, M. 2016, 'Building Social Capital in the Digital Age of Civic Engagement', *Journal of Planning Literature* 25(2), 123–135.
- Mayekiso, T., Taylor, D. and Maphazi, N., 2013, 'A public participation model for enhanced local governance', *Africa Insight* 42(4), 186 – 199.
- Mazali, T., 2017, 'Social Media as a New Public Sphere Linked', *European Journal of Social Sciences Education and Research* 4(1), 195-200.
- Meijer, A., van der Veer, R., Faber, A. and de Vries, J.P., 2017, 'Political Innovation as Ideal and Strategy: The Case of Aleatoric Democracy in the City of Utrecht', *Public Management Review* 19(1), 20–36.
- Men, L.R. and Tsai, W.H.S., 2016, 'Public Engagement with CEOs on Social Media: Motivations and Relational Outcomes', *Public Relations Review* 42(5), 932–942.
- Morris-Suzuki, T. and JEONG, S. E., 2015, *New Worlds from Below: Informal life politics and grassroots action in twenty-first-century Northeast Asia*, 249-274.
- O'Byrne, S. and Daymon, C., 2015, 'Irresponsible Engagement and the Citizen Investor', *Journal of Public Relations Research* 26(5). 455–473.
- Oyedemi, T., 2015, 'Internet Access as Citizen's Right? Citizenship in the Digital Age', *Citizenship Studies* 19(3–4), 450–464.
- Panagiotopoulos, P., Bigdeli, A.Z. and Sams, S., 2014, 'Citizen-Government Collaboration on Social Media: The Case of Twitter in the 2011 Riots in England', *Government Information Quarterly* 31(3): 349–357.
- Reforgiato, R.D., et al., 2016, 'An Innovative, Open, Cloud, Interoperable ICT Platform for Smart Government and Interaction with Citizens', *Journal of the Knowledge Economy* 7(2), 388-412.
- Roberts, N., 2014, 'Public Deliberation in an Age of Direct Citizen Participation', *American Review of Public Administration* 34(4), 315–353.
- Sharif, M.H.M., 2015, 'Public Sector Adoption of Social Media', *Journal of Computer Information Systems* 55(4), 53–61.
- Shark, A.R., 2016, 'The Information Technology Gap in Public Administration: What We Can Learn From the Certified Public Manager and Senior Executive Service Programs', *Journal of Public Affairs Education* 22(2), 213–30.
- Skoric, M.M., Zhu, Q., Goh, D. and Pang, N.L.S., 2015, 'Social Media and Citizen Engagement : A Meta-

- Analytic Review', *New Media & Society* 18(9), 1817-1839.
- Lindquist, E., Vincent, S. and Wanna, J. (eds.). 2013. Putting citizens first : engagement in policy and service delivery for the 21st century, 25-38.
- Taylor, M. and Kent, M.L, 2014, 'Dialogic Engagement: Clarifying Foundational Concepts.', *Journal of Public Relations Research* 26(5), 384-398.
- Teng, C.M., et al., 2017, 'Transformation in Philippine Local Government', *Local Government Studies* 43(1), 64-88.
- Unceta, A., Castro-spila, J. and Fronti, J.G., 2017, 'The Three Governances in Social Innovation', *Innovation: The European Journal of Social Science Research* 30(4), 406-420.
- Virtudes, A., 2016, 'Good' Governance Principals in Spatial Planning at Local Scale.', *Procedia Engineering* 161, 1710-14.
- Warren, A.M., Sulaiman, A. and Jaafar, N.I., 2014, 'Social Media Effects on Fostering Online Civic Engagement and Building Citizen Trust and Trust in Institutions', *Government Information Quarterly* 31(2), 291-301.
- Wijnhoven, M.F., and Kuhn, E.J. 'Open government objectives and participation motivations' *Government Information Quarterly* 32(1), 30-42.
- Yin, Y., Olsson, A.R. and Hakansson, M., 2016, 'The Role of Local Governance and Environmental Policy Integration in Swedish and Chinese Eco-City Development.', *Journal of Cleaner Production* 134, 78-86.
- Zavattaro, S.M. and Sementelli, A.J., 2015, 'A Critical Examination of Social Media Adoption in Government: Introducing Omnipresence', *Government Information Quarterly* 31(2), 257-264.